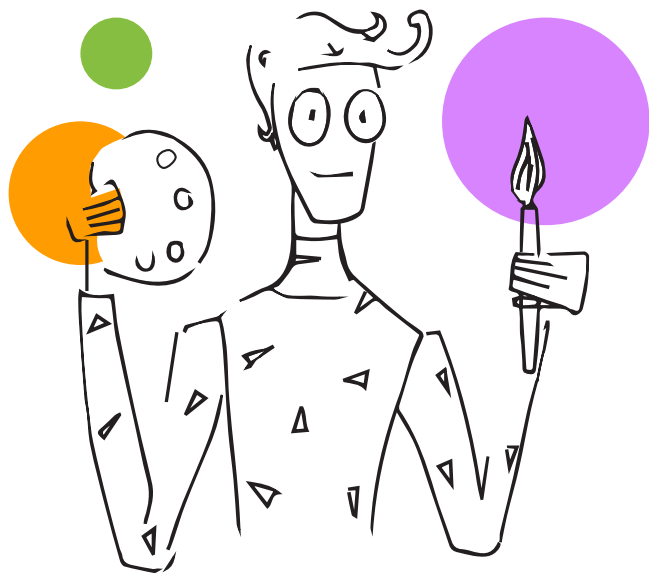# CREATING AN IMPACT

Bridging the gap from research to product in multidisciplinary innovation to enhance business value

MASTER THESIS
MSC STRATEGIC PRODUCT DESIGN
GAL ELBO
AUGUST 2020

Digital@
Deloitte   **TU**Delft

> *Creativity is the cause and innovation is the effect*

- Harry Nystrom 1979

CREATING AN IMPACT

Bridging the gap from research to product in multidisciplinary innovation to enhance business value

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MASTER THESIS

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Contributors: Digital@Deloitte team members, Deloitte Netherlands

ACKNOWLEDGEMENTS

Dear reader,
In the last two years I have had the privilege of studying and working in an international environment, getting to know people from all over the world, and enhancing my professional and personal skills.

This thesis is the final outcome of my two year master program, Strategic Product Design at TU Delft university. It was done in collaboration with Digital@Deloitte, an employee experience team that I have been working with in the past two years along side my studies.

During the past two years, I have had the opportunity to collaborate with inspiring people that introduced me to new experiences and perspectives, challenged me and enabled me to grow. Living the in the Netherlands has been a true life changing experience for me, due to the incredible people I have met in this journey.

This thesis was done during the Covid-19 pandemic and was executed entirely from home. Nonetheless, I was constantly surrounded by people who have made this possible. I would like to take this opportunity to thank all the people who supported me through this project - I couldn't have done this without you!

First, I would like to thank my incredible supervisory team. Giulia, your guidance and feedback inspired me to think of the bigger picture to ensure true impact. Anne, your support helped me bring the academic and business world together, with useful actionable feedback and guidance. Thank you both for your professional and personal support throughout this project.

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To my friends in Israel and the Netherlands, my colleagues and SPD fellow students, thank you for believing in me, supporting me, and letting me know that even when I work from home, I'm never alone.

EXECUTIVE SUMMARY

In recent years, design has become a crucial component of corporate innovation. (Muratovski, 2015) Large corporations such as Deloitte have implemented design capabilities as a method to enhance employee experience, achieve innovation and maintain a competitive advantage. (Sheppard, Sarrazin, Kouyoumjian & Dore, 2018). This research aims to demonstrate how design can perform as a catalyst of innovation within a corporate environment.

This report will touch upon the role of employee experience teams within organizations, and the way in which economic and societal change creates a demand for ethical employers with a clear purpose. (Curtis et al, 2019) It will further discuss challenges and opportunities in multidisciplinary collaboration, as a process to achieve innovation. Lastly, it will demonstrate the business value of design as a tool for communication, co-creation and user centred research.

This master thesis is done in collaboration with Deloitte Amsterdam. The project focuses on the digital@deloitte team, a multidisciplinary employee experience team that develops digital solutions using agile, design thinking and user centred research in co-creation with Deloitte employees. The team is driven by use of design methodologies in their approach, collaboration and research techniques.

By investigating a team within Deloitte Netherlands, this thesis will explore ways in which design can improve multidisciplinary collaboration, foster innovation and enhance business impact. Through interviews, creative workshops and co-creation sessions, this project will reveal ways in which the team can enhance their business value and create a bigger impact on employees.

This thesis will introduce the development of a curated tool-kit that aims to improve the team's collaborative process and perform as a catalyst for multidisciplinary collaboration, by creating focus and bridging the gap between research and product development.

The primary use of the tool-kit will be for team alignment and discussion. This report will demonstrate how the tool-kit was developed, and how it can be implemented and used to enhance the team's creative collaboration, communication and finally business impact. A road map will reveal the potential of implementing the tool-kit into the collaborative process of the team, and how it can evolve into an evaluation tool for products, enabling the team to set clear measurable targets. Eventually, the tool-kit has the potential to perform as a decision making tool that can enable the team to become more self steering and enhance their value.

RESEARCH PARTICIPANTS

This is a list of Deloitte colleagues and experts that contributed to the research by participating in an interview or workshop. For privacy purposes, all subject matter experts will appear by first name. Additionally, quotes will be related to expert category.

DIGITAL@DELOITTE TEAM LEADS

Joost, Head of digital services NSE
Jenny, Product owner
Bram, Previous Product owner

DIGITAL@DELOITTE TEAM MEMBERS

Judith, Service Designer
Bhavana, Service Designer
Iker , UX Designer
Patricia, UI Designer
Reijer, QA and Scrum master
Kirill, Full stack developer
Paul, IOS developer
Jonathan, Full stack developer

EMPLOYEE EXPERIENCE EXPERTS

Franca, Human resources, Specialist Performance & Reward
Mark, Digital HR and EX, Human capital
Luca, Consultant HR Operations

INNOVATION EXPERTS

Matthe, Art director, Deloitte Digital
Olivier, Junior Creative & Innovation Strategist
Kaj, Service designer, Deloitte Digital
Luc, UX specialist, Deloitte Digital
Luc, Green House lab designer and facilitator

TEAM STAKEHOLDERS

Dave, Director, knowledge lead
Franca, Human resources, Specialist Performance & Reward

READING GUIDE

EX EMPLOYEE EXPERIENCE
D@D DIGITAL@DELOITTE
HR HUMAN RESOURCES
HC HUMAN CAPITAL
NSE NORTH SOUTH EUROPE

SME SUBJECT MATTER EXPERT
KPI KEY PERFORMANCE INDICATOR
SPD STRATEGIC PRODUCT DESIGN
PO PRODUCT OWNER
APP APPLICATION

TABLE OF CONTENTS

This thesis explores the challenges and opportunities in multidisciplinary collaboration as a process to achieve innovation. For that goal, an internal multidisciplinary team at Deloitte Netherlands was researched. Using the triple diamond framework, this research will demonstrate how the use of design methodologies can enhance business impact, by bridging the gap from research to product and improving team collaboration. This chapter will introduce the scope of this thesis. It will provide information about the research approach and methods followed in this project.

1.1 CONTEXT

Before starting this thesis, I worked for one year as a part-time service designer at the Digital@Deloitte team. Being part of the team, I identified opportunities and challenges that commenced this project.

The thesis will explore the business value the team creates, as a team that has implemented design as a strategy and uses design methodologies to make decisions and impact. Through exploration of the team's business objectives, employee experience strategy and multidisciplinary collaborative process, this report will reveal ways in which the Digital@Deloitte team can increase its impact on internal innovation. Literature review will formulate as the corner stone of this research, and will support the creation of a solution that addresses employee experience needs and trends.

1.2 PROBLEM DEFINITION

Exploration of the team's process and collaborative methods suggested that the team faces a challenge in the transition from research to product. Friction was identified in the transition from service design activities to other disciplines in the team. Lack of alignment on goals and success matrix were identified as factors that hinder the team's focus and sense of ownership. Analysis suggests that those challenges result in a slow collaborative process, and difficulties around decision-making and self-steering.

Based on research analysis, a problem definition was formulated to enhance the team's impact:

> **HOW MIGHT WE INCREASE THE TEAM'S SPEED BY CREATING FOCUS, TO ENHANCE BUSINESS IMPACT AND IMPROVE EMPLOYEE EXPERIENCE?**

In order to increase the team's impact, this thesis will introduce a solution proposition that will aim to create focus by using a curated tool-kit.

1.3 THE TOOL-KIT

This report will describe the creative development process of a team tool-kit. Based on an analysis of team needs as well as trend and literature review, a tool-kit will be developed in order to increase team focus and influence the collaborative process, speed and business value. The tool-kit will perform as a team alignment and discussion tool, and is designed in co creation with the Digital@Deloitte team. Its main goals are creating focus and performing as a bridge from research to product design. The tool-kit consists of three parts that will be further explained in this report. The tool-kit will perform as the first part of a long term strategy to enhance team impact. A solution roadmap will be presented to reveal the potential of implementing the tool-kit into the team collaborative process.

1.4 APPROACH

This thesis research was done entirely remotely, during the covid-19 pandemic. Due to that, all activities conducted as part of this project were done virtually, using various digital tools. Activities were adjusted to fit with the circumstances and limitations. Since remote work became a crucial part of team performance, the project outcome was designed to fit into a digital collaboration. Following a user centric approach, this project is done closely with the Digital@Deloitte team. This thesis will follow the triple diamond creative process. (Figure 1) The work flow will consist of three consecutive phases. Each phase is a creative diamond, and includes diverging, clustering and converging activities. (van der Meer, Buijs, & van der Meer, 2013) This method was selected due to its focus on integrated creative problem solving using creative sessions.

"We discovered some more discrepancies in the overall view of the creative problem solving domain, which later became the basis for the development of our present integrated creative problem solving approach"
- van der Meer et al., 2013

1.4.1 FIRST DIAMOND

To define the project scope and problem statement, deep dive interviews were conducted with all Digital@Deloitte team members. The sessions enabled deep understanding of the challenges and opportunities within the team. In order to explore the problem context, literature review was made on trends and global changes in human capital, business and design. Deloitte experts were interviewed in order to collect insights on these topics. Experts included human resources employees as well as creative

directors, innovation leads and product owners. Once the information from the interviews was collected and analysed, patterns began to emerge. They were clustered and prioritized in order to converge into a problem statement. The result of this creative diamond is a clear research question that will form as the starting point of the next creative diamond.

1.4.2 SECOND DIAMOND

This diamond will begin with a creative session focused on ideating and exploring ideas to solve the problem at hand. The problem definition will be validated and different opportunity areas will be explored. Using a user centric approach, the Digital@Deloitte team will take part in identifying opportunities, prioritising solutions, ideating and brainstorming. The analysis of the team creative session will commence the divergent part of this diamond, followed by various ideation methods such as brainstorming, scenario building and analogy exploration. Literature review will be used to generate inspiration and ensure the relevance of the content suggested in the solution. The converging process will examine solution fit, feasibility and impact. To validate the value of the solution, constant alignment will be conducted with team members and leads throughout the creative process. The result of this diamond is a selected semi-prototyped concept, to be created, tested and validated in the next creative diamond.

1.4.3 THIRD DIAMOND

This diamond will consist of iterative prototyping and testing in order to design, validate and improve the selected solution with the team. Using rapid prototyping, the solution will be designed in co-creation with the Digital@Deloitte team and leads through

creative sessions. Based on the outcomes of both sessions, the solution will be further developed and designed using the content collected in the mutual sessions, the literature review, and a clear requirements list. The design will be tested through team session and interviews with team members and experts. Feedback will allow for iteration and improvement of the solution. Lastly, the use of the solution will be demonstrated with a tool-kit guide and tested to confirm its feasibility. This diamond will end with a solution that is validated and co-created with the team.

Figure 1: The triple diamond process
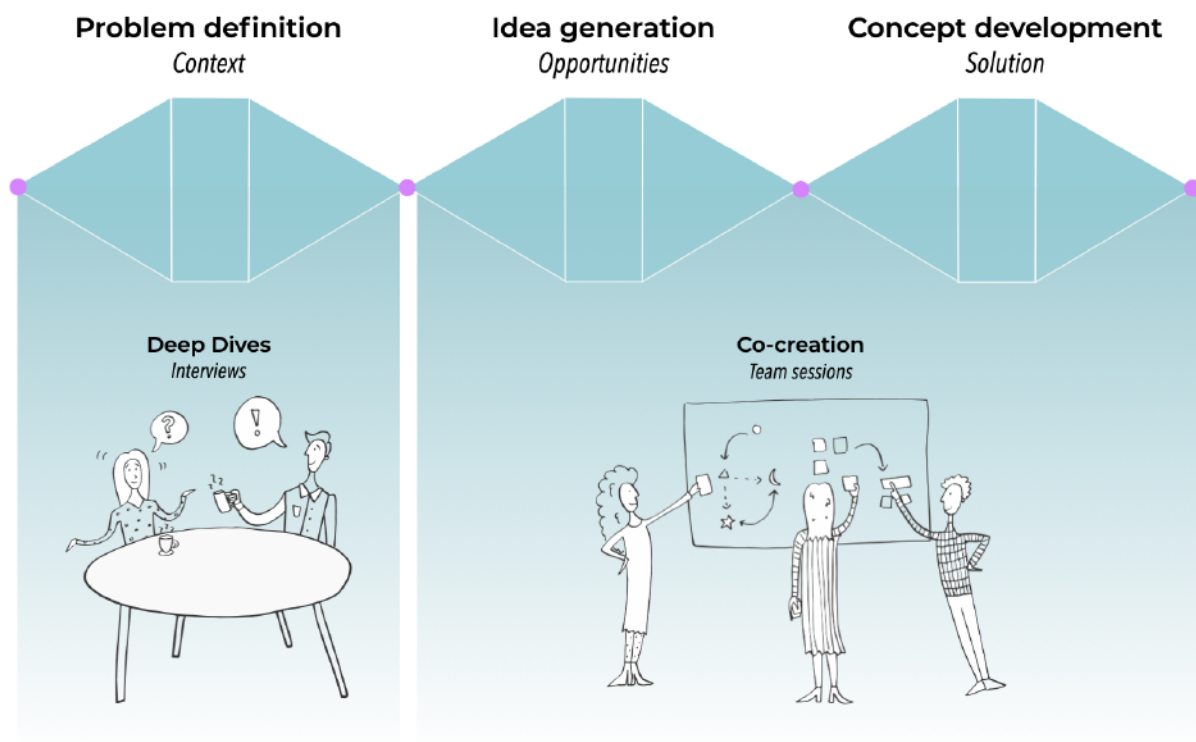
2 - TRENDS AND LITERATURE REVIEW

This chapter will introduce the role of employee experience teams within corporates. It will highlight employee experience trends and create a deeper understanding on the value of internal innovation. Research and insights on the business value of design and corporate purpose will be presented to perform as a cornerstone for this thesis.

2.1 SHIFTS IN CORPORATE AGENDA

In recent decades, capitalism has been dedicated to maximizing profits and putting shareholders first. Research suggests that economic and societal change creates a demand for ethical employers with a clear purpose. (Curtis et al, 2019) Society today is faced with enormous economic gaps, leading to inequality. In the United states, the wealth gap is currently the biggest it has been since the 1930s. Globally, the 26 richest people in the world now have as much wealth as the poorest 3.8 billion people (Benioff, 2019). At the same time, climate change is becoming of crucial importance, forcing organizations to take action and responsibility for the planet and society (Business Roundtable Association, 2020).

"This is a positive call to redefine growth in new ways that enhance our lives. If financial growth is no longer an organization's sole business objective, what are the others? And how do we pursue them without losing sight of the fact that profit is ultimately essential for organizational longevity?"
- Curtis et al, 2019

Oxford University and Ernst and Young revealed that public dialogue on purpose has increased five-fold between 1995 and 2016 (Serafeim G., Gartenberg C., 2016). As a result, a shift in traditional capitalism and corporate agenda can be identified in leading organizations. In August 2019, 200 big American companies have redefined their purpose as "improving our society" by putting stakeholders first. Among those companies are Apple, Amazon and the Wall Street bank JP Morgan. (Farrell, 2019) This shift demonstrates that as corporate responsibility and integrity are becoming crucial,

profit is no longer the sole priority. Trends and literature claim that in order to stay relevant, organizations should implement purpose and long-term sustainability in their culture. Business leaders should focus on stakeholders, such as employees, customers and communities. (Eccles, 2019) Leading industry magazines such as the New York Times, The Guardian and Financial times predict that capitalism is coming to an end, and will be replaced with a model that supports equality, sustainability and creating a positive impact.

"The liberal capitalist model has delivered peace, prosperity and technological progress for the past 50 years, dramatically reducing poverty and raising living standards throughout the world...But, in the decade since the global financial crisis, the model has come under strain, particularly the focus on maximising profits and shareholder value. These principles of good business are necessary but not sufficient. It's time for a reset"
- Lionel Barber, Financial Times editor in chief

Employees of large organizations are becoming aware of this shift, and are demanding change. In 2019, a group of 3,000 tech workers walked out in Seattle to protest climate change inaction. (Garcia A, 2019)

"We are a community united across tech, across countries...We are not Google. We are not Amazon or Microsoft, Facebook, Apple, Twitter. We are human beings and we need each other right now."
- Google Employee (Garcia A, 2019)

Similarly, Walmart, a multinational American corporation has announced that it would stop selling ammunition and handguns following several shooting incidents in the United States. (Bhattarai A., 2019)

Predictions suggest that companies who prioritise revenue and short term profit over sustainability and purpose will not survive, and disappear in the 21st century.

"The long-term health of free enterprise capitalism will depend on delivering profit with purpose"
- Lionel Barber, Financial Times editor in chief

In order to prosper, companies should redefine their purpose and take responsibility regarding societal, environmental and world problems. (Farrell S, 2019)

2.2 RE-DEFINING EMPLOYEE EXPERIENCE

A shared understanding is emerging among organizations, placing diversity, inclusion and employee satisfaction at the top of the corporate agenda (Business Roundtable Association, 2020). Making work meaningful is becoming a prominent part of employee experience. Deloitte's 2019 human capital trend report, "Reinvent with a human focus", indicates that the organization is committed to this new purpose:

"We believe organisations should move beyond thinking about experience at work in terms of perks, rewards, or support, and focus on job fit, job design, and meaning–for all workers across the enterprise,,
- Deloitte insights, 2019

According to a 2020 trend report done by Fjord, a design and innovation agency that is part of

Accenture interactive, this is not a question of sustainability versus profit. Rather an essential strategy to staying in business. As employee experience is becoming equally important as customer experience, companies begin to realize they need to adhere to this shift in talent management. Employee experience teams are becoming essential to support a user centered approach and facilitate growth. (Curtis et al, 2019)

"Organisations are investing in many programs to improve life at work, all focused on improving the day-to-day experience workers have. Research shows that the most important factor of all is the work itself: making work meaningful and giving people a sense of belonging, trust, and relationship"
- Human capital report, Deloitte 2019

As the corporate agenda is shifting towards purpose, employees are redefining their priorities. A study made by Harvard in 2016 indicated that 51% of 18-29 year old in the United States do not support capitalism. (Curtis et al, 2019) Trends suggests that the millennial generation is prioritising personal growth and company purpose over a pay check. Human capital research demonstrates that employees aspire for meaning at their work as well as a sense of fulfilment. (Moore, 2014) Making an impact on the world in a positive way is becoming a priority for employees alongside work-life balance. Therefore, employers must prioritize purpose and wholeness in their recruitment, retirement and benefits plans to meet the expectations of the new employee agenda. Deloitte's human capital report from 2019 defines that as a shift from employee experience to human experience. That shift requires organizations to redefine the values they create for employees. Business leaders are realising they should invest in employees as they do in their customers in order to maintain and

attract talent. In this thesis, an employee experience team will be researched in order to enhance the value it creates for employees. Trends and literature discussed in these sections will be strategically used in the team tool-kit to ensure relevance and business impact.

2.3 DESIGN AS A BUSINESS TOOL FOR CORPORATE INNOVATION

Design thinking has become part of the corporate agenda. Design entities have been implemented in various companies and organizations, including traditional industries. (Sheppard et al, 2018) Many corporates, including Deloitte, have in house design teams using service design and digital design methods to formulate strategy and create innovation. At the same time, the role of design is changing. Designers have shifted from stylists to problem solvers. They are no longer solely designing goods and services, rather experiences and systems. Design methodologies are being used to create products as well as processes, systems and other human centered activities.

"*In many cases, we can see designers successfully contributing to a range of organizations on a strategic level by being involved in decision-making processes and strategic planning. This is chiefly the reason why designers are increasingly being recognized as new strategic leaders in business and policy- makers in society*"
- Muratovski, 2015

In recent years, design led innovation has become the keystone for several companies success, such as apple, Nintendo, Nike, coca cola, IBM and PWC. (Muratovski, 2015) Design methodologies have been established as valuable business tools that are becoming desired in all industries (Design Management Institute, 2015). Recent trends suggest that the role of design in business is changing. The focus of design is moving from problem solving to problem finding. Furthermore, design is being established as a tool for facilitating idea generation and decision making. Research suggests that design methodologies and tools can stimulate an internal transformation within a company. (Schanz & De Lille, 2017) Using design within a company can encourage agility and low hierarchy. A design approach can facilitate the creation of prototypes and mock-ups early in the process in order to iterate and learn (Kupp, Anderson & Reckhenrich, 2017) As co-creation and design thinking are becoming a crucial part of the designer's approach, design is becoming a field of thinking rather than making. Those shifts are turning designers into strategists. Recent research indicates that design leadership is becoming prominent in every company (Muratovski, 2015).

"The value of using Design Thinking tools in companies is related to the adoption of a broader view of things and an effective communication tool for multidisciplinary teams"
- Chasanidou, Gasparini, & Lee, 2015

Research on the business value of design has increased in recent years and indicates that companies that treated design as a top management issue performed best financially. (Sheppard et al, 2018). Accordingly, design methodologies are being used within

organizations to facilitate decision making. Design thinking is practiced in various corporates, using co-creation, innovation and user centred design. Alongside creating relevant innovation, design is being used in organizations as a tool for communication and stakeholders management. (Chasanidou, Gasparini & Lee, 2015)

"Design is becoming increasingly multidisciplinary, and many new concepts in design are now being crowdsourced and co-designed by people who are not trained designers. This means that the role of the design leader will no longer be to develop unique creative solutions, but one that revolves around facilitating ideas." (Muratovski, 2015)

Literature indicates the business values of design as analytical leadership, iterative approach and user centred design (Sheppard et al, 2018). Additionally, design's adaptivity is supportive of continuous innovation and progress. Rapid prototyping and "fast failing" are at the core of the design approach, and facilitates growth. Research suggests that design thinking helps teams understand users, cultivate innovation, stimulate business ideas, improve communication in multidisciplinary teams and improve team performance. (Chasanidou et al, 2015). Literature indicates that businesses need to implement design methodologies and approach as a key to succeed. Trend and literature review reveal that design has been identified as a catalyst for business. (Sheppard et al, 2018) During this thesis, design methodologies will be used strategically in order to improve the collaborative process of a multidisciplinary team. Using an iterative approach and user centred

research, a solution will be co-created with the team at hand.

"Design is more than a feeling: it is a CEO-level priority for growth and long-term performance,,
- Sheppard et al, 2018

3 - CONTEXT

This chapter will provide contextual information about the company and team. It will introduce Deloitte's innovation focus as well as human resources and human capital approach. Furthermore, this chapter will introduce the Digital@Deloitte team, including its structure and collaborative methods.

3.1 DELOITTE NETHERLANDS

Founded in the United Kingdom in 1845, Deloitte has more than 300,000 employees worldwide. In the Netherlands, Deloitte performs as one of the largest providers of professional services. With 15 offices and more than 6000 employees, Deloitte specialises in accountancy, tax advisory, consultancy, risk management and financial advisory. In 2007, Deloitte Netherlands introduced its innovation department. The department includes several teams with over 100 innovation experts, working both internally and with clients. Deloitte's innovation strategy is becoming "the most innovative professional services firm in the Netherlands" (Deloitte NL website). Talent recruitment and retention is an integral part of that mission. That is reflected in Deloitte's strategic KPI for 2020, becoming a premier career destination:

"Our ability to attract, develop and retain the right people is therefore a key success factor for our business and one of the pillars of our Plan 2020"
- Deloitte NL integrated annual report 2018/2019

Through research, the company follows talent trends and developments to maintain the relevance and attractiveness of its job offerings. Deloitte Netherlands places diversity and inclusion as key strategic values, as well as work-life balance and well being. A goal of the company is to create a distinctive work experience, that ensures personal and professional growth:

"We recognise that a career model must reflect the needs of a new generation that are more flexible, and with people leadership at the core of development efforts"
- Deloitte NL integrated annual report 2018/2019

3.2 DELOITTE INNOVATION

Deloitte's focus on innovation can be seen as part of a bigger trend of large consultancies embracing design methodologies. Creating digital strategies for clients has become an innate part of Deloitte's business strategy which also reflects in their financial reports. In 2019, 25% of Deloitte Netherlands revenue originated in innovative products and services. For 2020, Deloitte's target is to reach 30%. As part of this strategy, in March 2019 the Garage office in Amsterdam was opened to perform as the innovation space of Deloitte Netherlands. The new office populates Deloitte Digital, which focuses on creating digital strategies and solutions for clients. As part of its service offering, Deloitte Digital facilitates co-creation, develops propositions, experiences and digital transformations. Digital@Deloitte also operates from the Garage, and performs as an internal team with a similar approach. Not all innovation departments in Deloitte Netherlands operate in the Garage. Another innovation initiative is the 'Green House' located at the Edge office in Amsterdam. The 'Green House' focuses on tailor made sessions with clients and Deloitte experts. Using design thinking methodologies, the 'Green House' team helps clients tackle complex problems.

"It is a place for cultivation – of ideas, relationships, opportunities – to help our clients and our people to disrupt the status quo and to incite productive action"
- Green House website

3.3 DELOITTE EX APPROACH

3.3.1 DELOITTE HUMAN RESOURCES

Deloitte human resources department in the Netherlands is part of a larger North South Europe entity. Their focus for 2020 is 'people and purpose', with the goal of making a significant difference for people, clients and society. This initiative is led by a campaign called 'bringing a purpose to life'. As part of that, human resources determined six people priorities, meant to fulfil the purpose of the NSE firm. One of those priorities is the 'Employee value proposition' which includes:

- **Passion for purpose**
- **Never stop growing**
- **Be the true you**

Another priority is digital HR, which is pursued in collaboration with Digital@Deloitte. These values are in line with trends and literature review presented in the previous chapter, and place high importance on corporate purpose and employee personal growth and sense of belonging. Interviews with Human Resources experts within Deloitte Netherlands revealed that a core struggle they face is measuring the impact of their projects. Deloitte was described as "survey tired" due to the low response rate from employees.

"I have to say that, really measuring that at this point is something that is a bit lacking and also difficult"
- Deloitte HR expert

"A survey is a good item to measure what people are saying but in Deloitte, we have so many surveys… People just don't fill them in, I think we have a response rate of about 30%, and then we're happy. Well that's awful!"

- Deloitte HR expert

3.3.2 HR & DIGITAL@DELOITTE COLLABORATION

Recently, human resources experts became familiar with the Digital@Deloitte team, and began collaborating on several projects. The collaboration mostly supports digital human resources initiatives that are part of NSE strategy that was mentioned in the previous section. Experts described the collaboration as inspiring and eye opening, as the Digital@Deloitte team operated differently than the traditional Deloitte teams. Using design methodologies to conduct research and develop solutions is a new approach for the human resources teams:

"For us this is completely new. To look at a EX the way you are doing it at Digital@Deloitte is something we've never done from an HR perspective"
- Deloitte HR expert

During interviews, HR experts expressed their content from the collaboration and mentioned its contribution. As the Digital@Deloitte team only focuses on digital solutions, collaboration with HR seems highly relevant for larger projects which require implementing processes and behavioural change. Interviews with experts suggest that collaborations within the organization are vital for the implementation of meaningful solutions:

"You can come up with a digital solution but if we are not really happy with it from a policy perspective than you don't have anything"
- Deloitte HR expert

Therefore, the need for stakeholder management as well as a clear team scope is of high importance to the Digital@Deloitte team, and can support them in making a meaningful

impact.

3.3.3 DELOITTE HUMAN CAPITAL

Deloitte consulting offers human capital expertise. Working with various clients such as banks and aviation companies, Deloitte uses design methodologies and user centred research in order to enhance employee experience. (Deloitte human capital, 2020) Deloitte's human capital team is focused on helping companies enhance their employee experience using design methodologies and a user centered approach. By conducting constant research they make sure to be up to date on human resources trends and industry shifts. Their yearly report is available online and provides a glance into their strategy and values. Deloitte Human Capital provides several services such as organization, workforce and human resources transformation. For some projects, they collaborate with Deloitte Digital to include innovation experts in their process. Working with clients from various industries, their goals are improving retention rate, employee satisfaction, internal processes and eNPS (how likely will the employee recommend this company). Human capital collaborates with human resources and shares insights from their external work in order to support internal progress. According to Deloitte insights:

"Technology has transformed the relationship between companies and consumers. So why don't more organizations use it to better engage with employees?"
- O'Boyle, Hogan, 2019

3.4 DIGITAL@DELOITTE

Digital@Deloitte is an employee experience team that focuses on the same values and expertise as HC, internally. In 2018 the team was formed with the goal of improving the employee experience at Deloitte:

"We could really see that Deloitte excels in helping clients move forward and is an important player in this digital era. But at the same time, I was a bit frustrated. I felt that we are not adhering to the same standards for employees as for external clients… we don't practice what we preach"
- Digital@Deloitte team lead

Digital@Deloitte is a multidisciplinary international team that consists of 9 employees and a team lead. The team's focus is creating a smarter workday using intuitive technology in co-creation with employees. The Digital@Deloitte team uses design methodologies to create innovation and select problems to solve. In collaboration with Deloitte digital, an employee journey was created to map out the experience of working at Deloitte, from on boarding to retirement. The journey includes pains, gains, opportunities, touch points and is based on user centred research. The team focuses on simplifying processes and daily tasks as well as employee satisfaction. The business value of the team is talent retention and margin improvement, measured mainly by streamlining processes, saving time and money.

"Design is the sole of this team, in the way that design is driving prioritisation, scoping and what is actually built"
- Digital@Deloitte team member

The team uses the double diamond framework. The first diamond consists mostly of service design activities, such as user interviews, generative sessions and journey mapping. Several tools are used to map opportunities that emerge from research such as the business value proposition model. The first diamond ends with a problem definition based on an identified employee pain point. In the second diamond, the team ideates on possible solutions. Co-creation sessions are facilitated by the service designers in order to find creative solutions. The team follows various design methods to facilitate innovation, such as Google design sprints, co-creation sessions with employees, rapid prototyping and more. After several iterations, a solution is formed and the scrum team begins developing an MVP to be further tested with users.

Since it began operating, the team released two products that were adopted and are used daily by employees:

- DO APP: a smart solution for reporting incidents at the office easily and efficiently
- PARK NOW: an app that supports decision making in the parking process near the Edge office in Amsterdam

Both apps are especially successful in their ability to simplify and improve processes. The apps were rated as highly valuable by employees, and by saving daily time they also generate revenue for the company. Both products are based on employee pain points identified in the employee journey, and are serving their purpose by relieving that daily annoyance for employees. The team is currently working on 8 other projects, some of them are in MVP development and testing and others at the research stage.

4 - FIRST DIAMOND

EXPLORATION

This chapter will unravel the exploration process that led to the problem statement. Deep dive interviews were conducted with Digital@Deloitte team members as well as with Deloitte subject matter experts. Various insights emerged from research, leading to patterns that were identified and prioritized into a clear research question.

RESEARCH METHOD
18 semi-structured interviews
Literature review

Problem definition
Context

Deep Dives
Interviews

How might we increase the D@D team speed by creating focus?
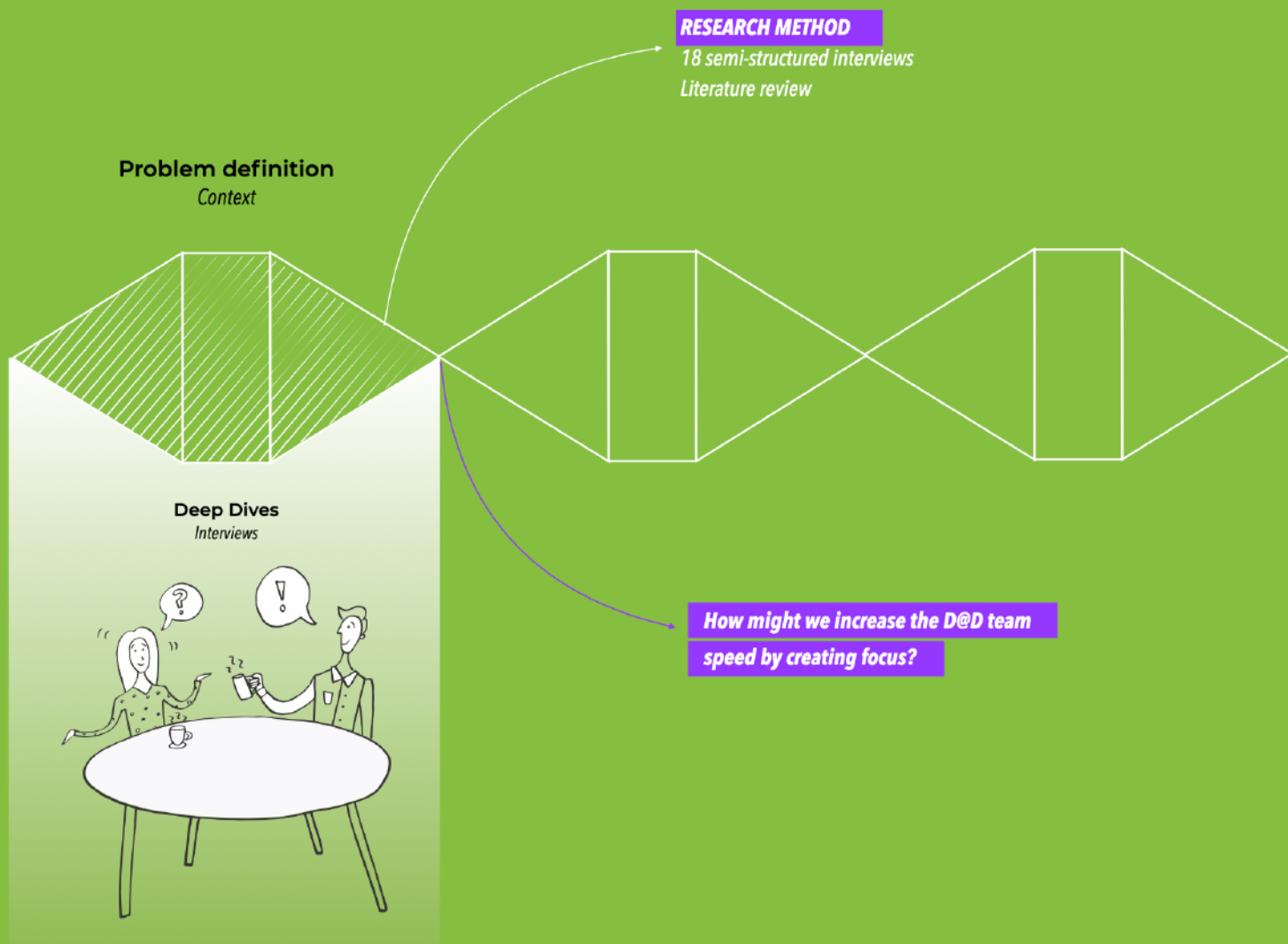
4.1 METHOD

In order to formulate a research question, 18 semi structured interviews were conducted, with the goal of creating an overview on the team's challenges and opportunities, as well as formulate a deep understanding on the context in which the team operates. The interviews were done remotely and lasted approximately 45 minutes. The sessions were recorded, and later processed.

A pilot interview was done with a Digital@Deloitte team member to test the initial interview guides and approach. Conclusions and feedback from the pilot indicated that the interview guides were too long and didn't allow for enough flexibility. Therefore, a new approach was adopted to maintain focus and agility during interviews. A mind map was created to structure all relevant topics and interview flows. (Appendix 1)

Interview questions were formulated to explore the team and company landscape. Therefore, the core of the interviews was the Digital@Deloitte team. To understand the landscape in which the team operates, the context of employee experience at Deloitte was investigated. As the team's process is facilitated by design methodologies, the business value of design at Deloitte was explored.

Participants vary in seniority and roles, and include designers, engineers, innovation experts, directors, and business leads. The following page explains the topics structure, and experts selected per objective. A full participants list can be found in page 5.

ABOUT THE TEAM

Challenges & Opportunities
Collaboration and work process
Team goal and impact
Values and business goals

D@D team members
Team lead and PO
Team stakeholders

DELOITTE EX

Approach & strategy
Challenges and opportunities
Existing teams
EX values
Measuring impact

EX, HR, HC experts
- Digital HR and EX lead, HC
- Consultant HR operations
- HR, performance and reward specialist
- Director, Knowledge lead

D@D team
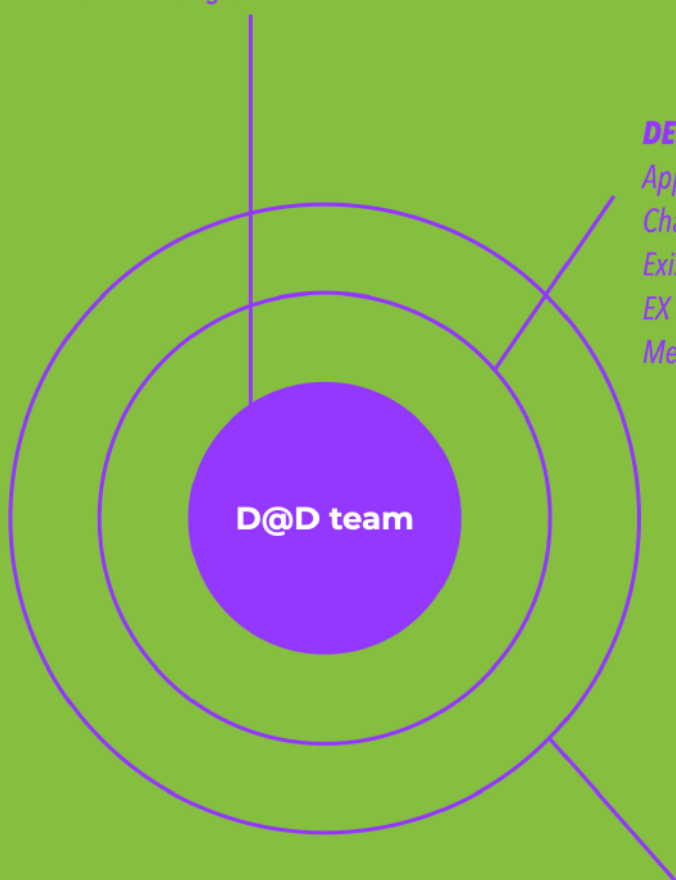
BUSINESS VALUE OF DESIGN @ DELOITTE

Current and future role of design
Being a designer at Deloitte
Measuring the impact of design
Value of design within Deloitte

Innovation and design experts
- Design lead marketing & branding, Digital
- Junior creative & innovation strategist, Digital
- Service designer, Digital
- Green house lab designer
- Senior UX specialist, Digital

4.2 INSIGHTS AND FINDINGS

Findings from research were analysed and clustered. Patterns and insights emerged from analysis, leading to the formulation of a research question.

4.2.1 SHIFTS IN TEAM PROJECT FOCUS

In the last two years in which the team has been operating, it released two apps that simplify daily employee activities. By simplifying parking at the Amsterdam Edge office and reporting facility issues were, Digital@Deloitte managed to create a real impact for employees. The business value of both apps is saving time for employees and therefore saving money for the company. As the team is maturing and becoming more well known within the organization, a shift in project focus is identified. Findings indicate that the team is attempting to solve complex problems with softer values. Examples of that are recent team projects that focus on employees personal growth and knowledge sharing. Research findings suggest that the team is shifting from simplifying processes and daily activities, to solving problems that impact employees in a significant way that can influence retention and well being.

"It's so much more than creating a smarter work day"
- Digital@Deloitte team member

This shift can be linked to Deloitte's HR strategy. In recent months several new collaborations with Deloitte Digital and Human Resources emerged. As part of this research, Human Resources experts were asked to define the current Deloitte Employee Experience strategy and existing projects. While Human Resources addresses multiple topics, most interviewees mentioned culture as the biggest Employee Experience struggle.

"Almost everything that is not satisfactory to us has something to do with our culture"
- Deloitte HR expert

"We don't always practice what we preach"
- Deloitte HR expert

Digital@Deloitte's changes in project focus can be associated with current Deloitte employee experience challenges. Since culture is emerging as a valuable topic to address, Digital@Deloitte's user research also leads to various opportunities in that field. Findings suggest that this shift in focus is not strategic, rather a result of employee pain points found in research. The result of different project choices is confusion within the team regarding goals and future vision. During interviews, team members pointed out that the goal of "creating a smarter workday" might not be accurate anymore.

"I don't think we have a clear charter or vision about which are the problems we want to focus on more. Do we want to focus on well-being as a topic? Do we want to focus on any other pain points? Are we just tackling pain points based on political agendas?"
- Digital@Deloitte team member

"I think we don't really have a shared vision as a team and I think it would be super nice if we have it. We would rethink the whole smarter workday because it's not including the softer side"
- Digital@Deloitte team member

Lack of alignment on goals hinders the team's focus. Interviews analysis suggests this leads to difficulty in self steering, strategic decision making, and prioritisation.

"That's a massive challenge, how do you focus and decide on what we should be working on and what not. And everything we do, is it directly related to EX or is it nice to have"
- Digital@Deloitte team member

"We are a bit more unfocused than the beginning, in the creation of the team"
- Digital@Deloitte team member

"This is the weak point in the team because we have been focusing on a lot of things, the focus is not clear enough"
- Digital@Deloitte team member

"I don't think we have a clear charter or vision about which are the problems we want to focus on more"
- Digital@Deloitte team member

Both Digital@Deloitte products were released in the first year of the team's operation. In the past year, the team has been working in parallel on approximately eight different opportunities, some in the research stage and others in MVP development. However, no new products have been released in the past year. Findings suggest that this is a main pain point for the team.

"In the last year we have released zero new products, and we have 10 people working full time, for me that's our biggest challenge"
- Digital@Deloitte team member

"Making sure that actionable things are being built and released, I think it takes a long time before we actually build something"
- Digital@Deloitte team member

"It could be so much faster, we are sometimes not acting fast like a real start-up"
- Digital@Deloitte team member

"I think speed is the biggest challenge of the team, time boxing, deciding, creating focus and moving forward"
- Digital@Deloitte team lead

4.2.2 CHALLENGES AND OPPORTUNITIES OF MULTIDISCIPLINARY COLLABORATION

The use of design methodologies is at the core of the Digital@Deloitte team. Product development is based on user centric research and identifying employee pain points. The transformation from research into product proposition is done using co-creative methods such as google design sprints. The team creates innovation together with Deloitte users and experts. Being a multidisciplinary team, design methodologies are not practiced by all team members in their daily operations. Research findings demonstrates that the team is enthusiastic about the use of design as a business accelerator. A core insight from interviews is that the team strongly believes in the innovation development process.

"Another part of your brain works when you're doing design sprints. I felt like a designer!"
- Digital@Deloitte team member

"It's interesting because we are really co creating something and then it materialises itself in the shape of a prototype that can be tested, I think as a high level idea, it's a miracle even. and I like to be a part of it!"
- Digital@Deloitte team member

Findings from interviews with innovation experts

suggest that a business value of design is in being user centric. Design is described as a way to make sense of complex information, align goals, co-create and build a strategy.

"Design makes things visual, tangible and usable"
- Deloitte innovation expert

Similar insights emerge from interviews with Digital@Deloitte team members. Research suggests that a core strengths of the team is transforming user insights into tangible service offerings. Another team key capability is having all disciplines in-house. The team can go through the entire creative process from research to product release without the need for external expertise. Thus, it entails the potential to be agile and practice a rapid development process.

"We translate the discussions into something that can be offered to the users"
- Digital@Deloitte team member

"It's about listening, translating and creating"
- Digital@Deloitte team member

"We are the ones putting into shape the ideas… we just make ideas real"
- Digital@Deloitte team member

"we really have everything in house, in our team, we're really able to produce things"
- Digital@Deloitte team member

The team works agile, practicing two week sprints, daily stand ups, retrospectives and other scrum ceremonies. The team currently employs two full time service designers that are in charge of research, identifying user pain points and design opportunities for the team. Several research opportunities are being explored at the

same time, to identify opportunities for design and innovation, not all of them are aligned with the scope of the team. Therefore, not all research outcomes are used directly within the scrum process to develop new products. At times, research input is presented to stakeholders and delivered to other teams. Another key service design activity is facilitation of design sprints and co-creation sessions. The activities of the service designers do not fit easily into the agile framework. This causes difference in work rhythm that resulted in silos in the team. Research findings suggest that a separation was created between the service designers and the rest of the team. This struggle in collaboration between the disciplines hinders team members involvement in service design activities. As the service designers are responsible for identifying problems to solve, and identifying opportunities for the team to focus on, the separation from the rest of the team decreases their involvement in project selection. As a result, team members have a low sense of ownership towards the team's vision and goals. During interviews some team members admitted that they are not familiar with the goal of the team or the employee experience journey.

"I don't really have an opinion about it. To have an opinion about this I need to really understand the employee journey…"
- Digital@Deloitte team member

"I do not own the context of the problem"
- Digital@Deloitte team member

"I'm not sure that all team members think of what is the goal of the team"
- Digital@Deloitte team member

Findings demonstrate that the team is aware of

the silos created within the team, and hopes to change that and operate as one unit.

"We're all in this together, we all want to make services and products for employees"
- Digital@Deloitte team member

"I think it was very siloed in the last months. Especially with the service designers"
- Digital@Deloitte team member

"We're a team of 9 people, to have silos doesn't make sense at all" - Digital@Deloitte team member

"We're one team, it doesn't make sense to have silos. We can have different work flows and hand-overs.. I Don't even like the word hand-over because that implies separating"
- Digital@Deloitte team member

As the team matures, team leads are focusing more on business development and creating new opportunities for the team. That creates a need for the team to perform as one entity that can make decisions considering business value and employee experience impact.

"What the team has been doing is saying OK, impact VS effort, or saying this is a team we have good relationships with, this is a cool idea, lets go deal with it. So it's a little bit gut, little bit deep understanding of user pain points that has been guiding our project selection so far"
- Digital@Deloitte team member

Gut feeling of team leadership has been identified as one of the core decision making parameters. Interviews with Deloitte innovation experts suggest that the transition from leadership decision making into team self steering is a struggle at times.

"If you've always made your decisions using gut feeling or in

a specific way, it also takes something from you to change the way you work and making decisions more based on data"
- Deloitte innovation expert

4.2.3 A NEED FOR SUCCESS MATRIX

When the team started operating, its main goal was proving its value and impact. When releasing their first two apps, indicators for success were adoption, employee satisfaction and time saving. However, no clear measurable targets were set to measure those goals and data collection was in preliminary stages.

"We always said we should focus on getting the team up and running first and KPIs and values later"
- Digital@Deloitte team member

"The KPIs were not super clear but we wanted to offer something that people would value"
- Digital@Deloitte team member

As the team grows and releases products, it is faced with more tasks such as maintenance, analytics, tracking customer satisfaction and constantly improving their existing products. Defining measurable goals and planning data collection is therefore becoming a priority, to ensure constant growth and performance.

"It would be useful to have KPIs per projects and clear dashboards to track KPIs per project"
- Digital@Deloitte team member

"I think we as a team need to make discussions of success metrics"
- Digital@Deloitte team member

"When I started I was trying to find what is our purpose, what is a goal, what do we need to measure to know that we're successful"
- Digital@Deloitte team member

Interviews with Deloitte innovation experts stresses the importance of data collection. Using

measurable indicators for success is mentioned as a key factor to ensure product scalability. Expert's opinion is that strategic data collection can maximize a product's impact and value. Research demonstrates that measuring the impact of projects on employee experience is a challenge for HR teams as well.

"We're not there yet, we're not measuring enough"
- Deloitte HR expert

"That is the difficult part. You can have an interview, you can have people sitting together, you can have surveys, you can have all our items in there, but it all depends on participation"
- Deloitte HR expert

A similar struggle was identified within the Digital@Deloitte team. Participants recruitment for research or co-creation is often a challenge that hinders the pace of the team.

4.2.4 STAKEHOLDER MANAGEMENT AND CORPORATE COLLABORATIONS

One of the team's goals is becoming more well known within the organization, and owning the topic of employee experience. When the team was initiated, every new collaboration and activity contributed to that goal, promoting the team and its approach. As the team is maturing, more activities are done strategically to develop an internal network, and position Digital@Deloitte as the "go-to" team for digital employee experience. The team's approach to employee experience is novel compared to most existing Deloitte entities. Research revealed that until recently, HR teams were not familiar with Digital@Deloitte and the way they work, in spite of them working on similar topics. Lately a collaboration has emerged.

"We have a lot of knowledge that the rest of Deloitte doesn't

have"
- Digital@Deloitte Team member

"Other teams are reaching towards EX without realising"
- Digital@Deloitte Team member

"We should be known as the owner of EX within Deloitte"
- Digital@Deloitte Team member

"a lot of people don't know us, know about the team, that's something we should work on in order to make more impact"
- Digital@Deloitte Team member

The Digital@Deloitte team often collaborates with other Deloitte teams and business owners. As part of this research, human resources experts and employee experience leads were interviewed about their collaboration with the Digital@Deloitte team. Team stakeholders demonstrated excitement and appreciation to the way Digital@Deloitte operates and creates innovation. Findings indicate that Human Resources teams are curious and eager to learn about design methodologies the team uses. Findings indicate that most teams that operate within Deloitte Netherlands use a traditional approach towards problem solving.

"For us it's a completely new way of working! We as an HR team, we are just finding our what it means to us"
- Deloitte HR expert

Team stakeholders and business owners had participated in various research activities and co-creation sessions. Findings suggest that team stakeholders were impressed with the efficiency and speed of the method and the team.

"I very much liked the methods and tools, to get to results quickly and to ideas quickly… the speed in which things are going are great…"

- Deloitte HR expert

"I was really amazed at how quickly they collected all the information from the organisation"
- Deloitte HR expert

At the same time, stakeholders expressed difficulties understanding the Digital@Deloitte process. Some of them described it as vague and had doubts regarding the quality of outcomes that are created so quickly.

"There is a lot of focus on the method itself, and lots of learnings for the team… sometimes it felt the method is more important than the outcome"
- Digital@Deloitte stakeholder

"It's challenging for me to get a grip on how this process works"
- Digital@Deloitte stakeholder

Difficulty in understanding design methodologies as strategic innovation tools can be identified in other parts of Deloitte. Interviews with innovation experts reveal that although design is being used to drive innovation and business development, it still needs to be understood within the organization. Interviews suggest that in certain areas of the company design is mostly perceived as a visual tool and not a strategic one.

"Some people still see it as a way to make nice power-point"
- Deloitte innovation expert

"The way we work would be well known in the company and implemented in more traditional parts of the organisation"
- Digital@Deloitte team member

Deloitte designers that participated in interviews described a challenge in clearly communicating

their expertise. Different designer roles are at times confused, and some interviewees mentioned they often have to explain that a service designer is not a professional UI designer. An insight that emerged from research is that at times, it's difficult to prove the value of creative methods in the traditional work environment that exists in some departments at Deloitte.

"It's an audit firm, it's all about being secure"
- Digital@Deloitte leadership)

"Deloitte is not really for fast paced teams. If there is 1% doubt, they tend to say no"
-Digital@Deloitte leadership

"Challenging the status quo takes a lot of time"
- Digital@Deloitte leadership

"It feels like swimming against the stream"
- Digital@Deloitte leadership

Despite its innovation initiatives, Deloitte is still described by most interviewees as a traditional work environment. Designers expressed challenges in proving the business value they create. Experts argue that in order to convince the right stakeholders of their value, there is a need to work in a data driven way. Focusing on business goals and understanding internal politics are described as core capabilities designers should practice at Deloitte in order to create real value.

"Sometimes I see designers who are very frustrated… because they don't understand all the politics that goes inside such a large corporate and how the decision making progress goes"
- Deloitte innovation expert

"Understanding who the internal client is, what their struggles

Stakeholder management was identified as a challenge for Digital@Deloitte team members. Findings reveal confusion towards the roles and responsibilities in the team. At times, stakeholders expectations were not met, and there seemed to be lack of alignment with the team.

"The outcome is OK. But what happens next? Is it going anywhere? Is it going nowhere?"
- Digital@Deloitte Stakeholder

"Who has what role in what phase of the project. I think it's important it's more clearly communicated to the stakeholders. In what capacity are you involved in this project"
- Digital@Deloitte Stakeholder

Difficulty in stakeholders management also influenced Subject Matter Experts involvement in team operations. Some business owners that collaborated with the team expressed concerns regarding lack of expert involvement in product development. At times, human resources teams were not approached despite their knowledge and potential contribution to certain topics. Findings indicate that this difficulty could potentially hinder implementation. Some interviewees mentioned that involving the right colleagues is crucial to ensure approval and adoption of the solution.

"What people do you involve in these workshops.. I don't see so many SME involved in design workshops themselves"
- Deloitte HR expert

"I was basically surprised that nobody reached out to us.. Maybe HR should also be aligned to that"
- Deloitte HR expert

"nobody has ownership, business-wise over this topic"
- Deloitte HR expert

"Who are the stakeholders and how do we engage with the stakeholders in a way they see the value and are involved in the decision making"
- Deloitte HR expert

Further exploration with the team revealed that team members are aware of this difficulty. When asked about challenges the team is facing, stakeholder management was mentioned as a task that sometimes hinders the creative process.

"We really need to have those connecting and alignment with other teams in order to be successful and I think we're not there yet… a lot of people don't know us, know about the team, that's something we should work on in order to make more impact"
- Digital@Deloitte team member

4.3 CONCLUSIONS

The team began operating two years ago, and since then it has created financial impact and proved its reason for existence. As it is maturing, its scope is shifting from simple problems into more complex ones. This shift creates new growth areas for the team, as well as new challenges. Prioritisation is crucial in order to create focus and make significant progress.

At the same time, as the team is becoming more established and its portfolio increases, it can't focus solely on creating new products. The need to measure the impact its creating is becoming crucial for prioritisation, focus and growth.

Design methodologies perform as the core of the team's strategy and are used to prioritise and maintain focus. As the activities of the Service Designers didn't naturally fit into the work flow of a scrum team, the designers operated separately, focusing on research and facilitation. Silos were created at the team, hindering its ability to steer as one entity. As a result, not all team members feel that they own the problem context and have a full understanding of the team's objective.

Research analysis demonstrates that a big struggle the team is dealing with is creating speed and maintaining focus. There is a need for the team to take charge, and be responsible for its progress. It's possible to argue that lack of ownership on team goals might hinder the ability of team members to make decisions and streamline activities. A possible way to improve that is by defining the team's values and creating clear goals that can cultivate a sense of ownership and quick decision making.

4.4 PROBLEM STATEMENT AND ASSUMPTIONS

The team's current pace was identified as a main obstacle, reducing the team's impact. Analysis suggests several possible sources leading to a slow collaborative process. As demonstrated in previous sections, research reveals lack of clear goals and team alignment, low sense of ownership over team vision and a need for a clear success matrix. Patterns identified in the analysis revealed a connecting line between findings. A lack of focus is hindering the team from enhancing their impact. Therefore, a problem statement has been established in the form of an opportunity:

HOW MIGHT WE INCREASE THE TEAM'S SPEED BY CREATING FOCUS?

This problem definition was selected, based on the assumption that lack of focus is hindering the team from performing at its best. In order to enhance the business value of the team, the scope of this thesis would be creating focus to increase speed, and maximize team impact. Assumptions towards creating focus suggest that it could increase sense of ownership thus reducing team silos. At the same time, creating focus can potentially enhance the team's impact by creating measurable targets, leading the team to achieving their goal of owning EX at Deloitte. In order to validate assumptions and ensure that this is the relevant path for this thesis, team sessions will be conducted. In those sessions, findings will be validated, prioritised and translated into opportunities. The next chapter will describe testing and validation methods used to confirm the problem statement and the opportunities it entails.

5 - SECOND DIAMOND

IDEA GENERATION

The first creative diamond facilitated the discovery phase of the thesis. Using deep dive interviews and literature review, a problem statement was formulated. This chapter will describe the second creative diamond, and will focus on assumption validation, prioritization and solution ideation. At the end of this diamond, a solution proposition will be selected for further development.

ANALYSIS & IDEATION

The solution should be a team tool that helps set goals, facilitates decision making, increases sense of ownership and reduces friction

Problem definition
Context

Idea generation
Opportunities

Co-creation
Team sessions

WORKSHOPS

What hinders the team from moving forward and creating focus?
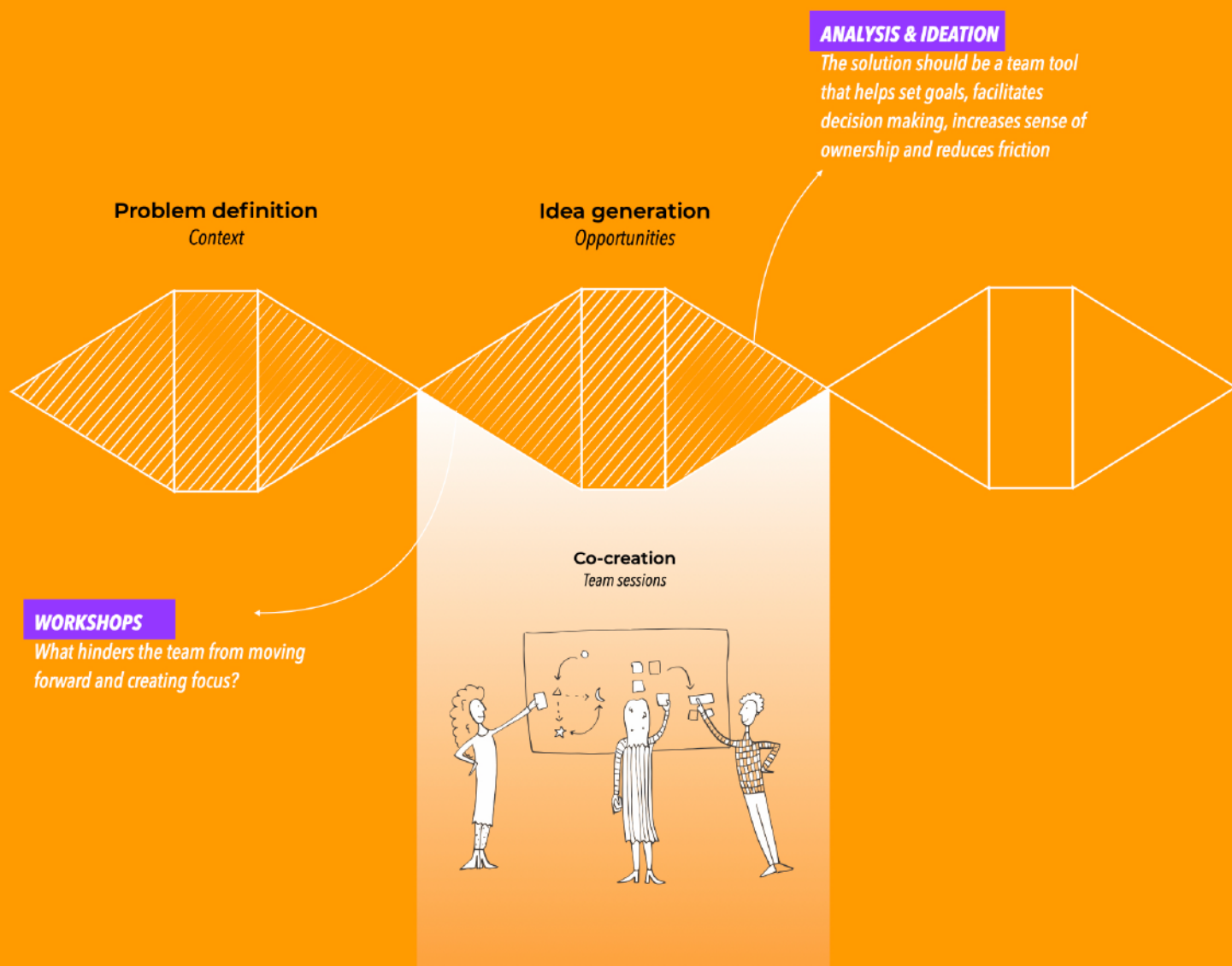
5.1 CREATIVE SESSIONS

A creative session with the team was selected as the method to commence the divergent part of the diamond. The workshop has two main purposes:

1. PROJECT PURPOSE

The team workshop will be used to prioritise challenges and validate assumptions identified in research, in order to create a clear scope for problem solving. The workshop will entail a creative part for preliminary ideation.

2. TEAM PURPOSE

The workshop aims to facilitate an open discussion on team challenges and opportunities. Therefore, another goal for this workshop is engaging the team and encouraging them to ideate and collaborate on possible solutions. As this thesis is done using a design-led user centric approach, working together with the team is crucial to ensure implementation and adoption.

5.1.1 PROCEDURE AND PREPARATION

5.1.1.1 REMOTE COLLABORATION TOOLS

In order to facilitate a remote team session, various digital collaboration tools were considered. Miro was selected as the primary collaboration tool, since it provides most of the features a physical workshop would consist of; white board, post-its, timer and easy screen share to guide the participants through the different sections of the workshop. Communication throughout the workshop was done via Zoom, to ensure good quality of video and text chat, and the possibility of using breakout rooms.

5.1.1.2 PARTICIPANTS

The Digital@Deloitte team consists of 10 team members including team leads. When planning the workshop, two strategic decisions were made to ensure the quality of the outcomes:

1. TEAM LEADERS WOULD NOT PARTICIPATE IN THE WORKSHOPS

Since the main topic of the session is the challenges the team is facing, leadership presence might restrain the discussion. Therefore, a decision was made with the business owners of the team to exclude them from the session, in order to ensure a safe space for team members to raise concerns, challenges and doubts.

2. THE TEAM WILL SPLIT IN HALF AND HAVE SEPARATE SESSIONS

Based on prior experience with remote collaboration and a pilot done with TU Delft strategic design students, a decision was made to split the 8 remaining Digital@Deloitte participants into two groups, to ensure participation and engagement, and support the creative process. Each group will consist of 4 Digital@Deloitte employees, and maintain the multidisciplinary structure by dividing participants according to role. Therefore the structure of the groups was:

TEAM A
Service designer, UI designer, QA engineer, and IOS developer

TEAM B
Service designer, UX designer and two full stack developers

The decision to split the team might influence the results of the workshops. At the same time, it could provide an opportunity to compare

findings and identify possible gaps. If both teams focus on similar challenges, that could prove that those are at the core of the team's operation. In the case of very different results, a gap analysis would have to be done to decide on next steps.

5.1.1.3 PILOT

As part of the preparation for the workshop, a pilot session was conducted. The pilot's purpose was to test the structure of the workshop to ensure the clarity of the assignments as well as the timing of the activities. Another goal of the pilot was to test the chosen digital tools and gain insights into remote facilitation. Four strategic product design master students participated in the pilot. The workshop was structured to discover team challenges and opportunities. Since the participants were not part of a team, they were asked to recall a team they collaborated with during their studies. To ensure privacy and space for individual brainstorming, each participant was assigned with a designated digital work space. Participants were instructed to work on their personal space, and later on drag the results into the collaborative board. After the pilot, a retrospective was done to evaluate the session. The retrospective was based on feedback from participants as well as facilitation insights. Learnings from the workshop validated the tools selection, workshop structure and time planning. Various challenges were identified, such as little discussions and inconvenient dragging and designated working space. Several adjustments were made in the team workshops based on the identified insights:

FACILITATE DISCUSSION

Feedback from the team indicated a lack of designated moments for discussion. While in physical collaboration participants often chat in a natural, disorganized manner, in digital

collaborations that is often not the case. Therefore, a discussion method was added to the planning. Team members were requested to speak up in turns to share their thoughts and work. A clustering activity was added to the flow in order to facilitate a collaborative moment where discussion is necessary in order to complete the task. Lastly, an ice breaker activity was added to help the team feel more energised and connected.

REMOTE FACILITATION SHOULD BE DIRECT

Feedback received from the team included concerns about speaking over someone else or interrupting the flow. Participants suggested a direct approach, where the facilitator addresses participants personally and asks them to speak their mind. Another facilitation learning point was to embrace silence as part of the remote collaborative process. Digital collaborations might entail awkwardness since participants take longer to participate. A facilitation challenge is therefore accepting that silence as part of the process, avoid speaking too much to compensate for it and make sure the discussion stays within the team.

PERSONAL WORKSPACE IS UNNECESSARY

Participants were more convenient working in the shared collaborative space and wanted to feel that they are working together. At the same time, dragging items from one end of the workspace to the other was identified as uncomfortable and redundant. Therefore, the personal workspaces were cancelled, and instead, a bigger collaborative workspace was created.

A STRUCTURED FEEDBACK SECTION IS NECESSARY

Providing un-guided feedback was identified as

a challenge for participants. Therefore a structured feedback method was added to the workshop.

5.1.2 METHOD AND APPROACH

Each team workshop lasted two hours with a 5 minutes break. Workshop began with an introduction to the collaborative tool. Different features were presented in order to provide participants easy navigation and use of the collaborative board. A short ice-breaking exercise was facilitated in order to engage the team and allow them to experiment with the tools before starting the workshop. A short presentation on the workshops goals followed the introduction. Participants received an overview of the workshop agenda and approach as well as a brief introduction to the topic. Workshop rules were presented in order to ensure a fruitful collaboration. The rules emphasised the experimental approach of the workshop, and aimed to facilitate an open minded collaboration. Participants were ensured of their privacy and anonymity. Brainstorming approach was advised, contributing to a creative mindset with no right or wrong answers, quantity over quality and building off of each other's ideas. Once the introduction part of the workshop was completed, the workshops activities began. The workshop consisted of three parts:

1. CHALLENGES MAPPING
2. OPPORTUNITY EXPLORATION
3. SOLUTIONS IDEATION

The workshop was done in an iterative approach. In each part the participants wrote their thoughts on post-its, presented it to the other participants, discussed and voted. The item most voted for was selected to perform as the starting point for the next section.

1. CHALLENGES MAPPING

To discuss team challenges, a method based on a workshop designed by AJ&Smart, a Berlin based design agency was selected. The method consists of a sketch of a boat, representing the Digital@Deloitte team. The anchor in the sketch represents anything that holds the team back, slow the team down, and make it lose focus. The sail represented anything that helps the team help the team stay focused and move forward quickly. Team members were requested to write on post-its next to the anchor and sail accordingly. After all post-its were placed around the boat, participants introduced their work to each other, and cluster similar post-its to identify patterns. The clustering activity enabled the team to work together and discuss the different challenges they are facing, and which of them are related to each other. In order to prioritise the challenges and make a selection for the next step, participants voted on the items that are identified as strongest influencers on team performance, using digital dot stickers. The result of the voting is a heat-map, representing the team's view on the challenges identified. (appendix 2) The challenge that received the majority of votes will be used in the next section, for opportunity exploration. In the case of two challenges that received the same number of votes, the team needs to discuss and decide on how to move forward.

2. OPPORTUNITY EXPLORATION

The second part of the workshop began with the challenge identified in the mapping. Participants are asked to rephrase the challenge as an opportunity by formulating a "how might we" statement. Team members were guided to formulate as many statements as possible, in order to create an overview of opportunities

based on the identified challenge.

Participants presented their statements to each other. Team members voted on the statements using the same method as in the previous section. The heat-map created leads to the most inspiring "how might we" statement that will be used in the next section to commence the ideation process.

Three ideation rounds were conducted, each round requested team members to ideate on a different solution type. Participants were asked not to limit themselves and practice a brainstorming mindset. Feasibility and viability were not considered as part of this ideation, and the goal was to spark creativity and focus solely on desirability. In the first round, participants were asked to think of tangible, physical solutions to the "how might we". Every participant wrote his thoughts individually on post-its, and placed them in the collaborative work space. Once the first round was completed, participants continued directly to the next round. They were requested to brainstorm solutions that consist of a process. The third and final round addressed digital solutions. Once all three rounds were finished, team members presented their concept ideas to each other. Voting took place, using the same method that was presented in the two previous sections. The goal of the voting was to create a heat-map that will be used after the workshop to commence the ideation process.

5.1.3 RESULTS

This section will present the results of the two team workshops. Both teams identified similar challenges and opportunities. Repeating patterns between the two teams suggest that the focus selected in the workshops is at the core of the problem at hand.

TEAM A

During the first part of the workshop, the team identified deadlines, good communication and long term goals as items that support the team in maintaining focus and moving forward quickly. Challenges identified and clustered by the team include lack of roadmap and vision, complex project choices, too many projects at the same time and the team's collaborative methods. Other clusters identified referred to high turnover rate in the team and long internal deloitte processes. Two challenges were identified as prominent and highly voted for:

"ROADMAP AND VISION"
This cluster includes four different challenges that were identified as a pattern: lack of a clear goal, lack of roadmap that includes a vision for the future, lack of clear priorities and lack of deadlines. All of which can be related to interview findings and assumptions from previous chapter

"A LOT OF RESEARCH BUT NOT A LOT OF PRODUCTS"
This item was added at the very end of the challenge mapping section, after an intense discussion regarding team output. This challenge can be seen as a reflection of the silos created in the team, difficulty in communication and different views on team goals and impact

During the discussion part of the session, one team member referred to the team as *"two teams"*, explaining that the service designers operate completely separately and are disconnected from other disciplines. The team struggled in deciding between the two challenges, and therefore a decision was made to use both of

them in the following phase of the workshop. Using the challenges described above, the team brainstormed possible "how might we" statements. Trying to translate the identified problems as opportunities, the team had various ideas. After a voting session, several statements were selected as most relevant:

- "HOW MIGHT WE MAKE SURE RESEARCH INPUT WILL BECOME DIGITAL@DELOITTE OUTPUT?"

- "HOW MIGHT WE ACCELERATE THE PROCESS BETWEEN RESEARCH AND DEVELOPMENT?"

- "HOW MIGHT WE MOVE MORE EFFORT INTO RELEASING PRODUCTS?

The most voted for opportunity was the first one, therefore it was selected for solution exploration. Trying to use research output as a team deliverable raised a variety of ideas. Prominent ones being: Involving the entire team in the research, having more moments to share the research with the team, have a research owner involved in product development and conducting more team hackathons. Solutions had a wide range, but most of them addressed the merging of research into product development, thus breaking the silos in the team.

TEAM B

Working agile, having a diverse team and a small team size were identified by the team as elements that support speed and focus. Clear deadlines was mentioned by both teams. Main clusters of challenges included lack of a long term mindset, lack of roadmap, multitasking and deloitte dependencies. Clusters overlap with patterns found in team A's workshop. Three challenges were the most prominent:

"LONG TERM MINDSET"
This cluster included not declining work, needing to maintain products and having a short term approach.

"MULTITASKING"
This item referred to working on several projects at once. The cluster includes constant context switching, trying to do many things at the same time and having to join meetings that are not necessary.

"DEPENDENCIES"
Dependencies on other Deloitte teams or experts was mentioned as a big challenge for the team. Out of the three, it was the most voted for.

A selection had to be made in order to continue to the opportunity exploration phase. Dependencies were ruled out despite their strong impact, on account of them being outside the project scope. A facilitated discussion urged the team to make a selection of one challenge from the remaining two. The team selected "lack of long term mindset" as the focus for the next steps. During the discussion the team realized that this could be more impactful and also influence multitasking by setting priorities. The selected challenge was similar to the one of Team A "lack of roadmap and vision". Using the output from the first phase, the team brainstormed possible opportunities. Several opportunities were voted for:

- "HOW MIGHT WE ENABLE THE TEAM TO CREATE FOCUS?"

- "HOW MIGHT WE ENABLE THE TEAM TO WORK FOCUSED ON A LIMITED SET OF PROJECTS WITH CLEAR ROAD-MAPS SO STAKEHOLDERS ALSO

The first opportunity was selected. In the next workshop phase, team members brainstormed different solutions for the problem at hand. Prominent ideas include creating a value score to determine what is the value of a task to the users and the team, creating a digital planner with a roadmap, work on outcomes instead of products and create a poster that represents team products and time-line to hand in the shared working space.

5.1.4 INSIGHTS AND ANALYSIS

To analyse the workshop outcomes, a clustering activity was done to combine challenges from both workshops. Clusters were identified and revealed the main reasons for the team lack of focus and decreased work pace. Clusters analysis can be seen below. From the analysis and interview findings emerged a connecting line. To further investigate that line, a focus pyramid was created. The pyramid describes the different challenges and their impact on one another. Every section in the pyramid leads to the one above it. Analysis of insights from the workshops describe prioritise and validate the problem statement. Additionally, outcomes provide inspiration to commence the ideation process. The next section will describe the creative process and how those insights were used.

No alignment on long term goals and success matrix
No clear long term goals and vision was mentioned frequently as a reason for lack of focus and difficulty prioritising tasks

Friction in the transition from research to product
Separation between service designers and scrum team created silos. A result is low sense of ownership and team alignment. Deliverables are perceived differently within the team

Deloitte dependencies
The biggest struggle identified in the workshops is dependencies on internal processes within Deloitte

Unfocused work flow
Frequent shifts between projects, not enough time boxed time, many distractions and no clear priorities

Team turnover
In the last two years there has been some traffic within the team. Some team members perceived it as a challenge

Stakeholder management
Was identified as a struggle for the team. This is also validated from the stakeholders perspective during interviews

Complex project choices
Some team members believe that project choices have too many dependencies

THE FOCUS PYRAMID

LOW SENSE OF
OWNERSHIP AND
TEAM WORK

CHALLENGES IN TEAM
COLLABORATION AND
COMMUNICATION

UNFOCUSED WORK FLOW

LACK OF CLEAR MEASURABLE TARGETS

NO ALIGNMENT ON SHORT AND LONG TERM GOALS

LACK OF SHARED TEAM VISION

5.2 EXPLORING THE SOLUTION SPACE

To commence the creative process, brainstorming and brain-writing sessions were done, followed by sketches. Various creative methods were used, such as analogies, list of requirements and crazy eights. Following the initial creative ideation, a flow chart of the team work flow was created to identify opportunities for the solution space. A scope was defined followed by a list of requirements, leading the creative process into convergence. An idea was selected for testing and validation with team leadership and members. Further exploration on possible features was done, and a co-creation plan was determined.

5.2.1 INITIAL BRAINSTORMING AND CREATIVE IDEATION

Preliminary ideation was structured in an identical approach used in the team sessions. Three solution types were considered, including tangible tools, processes and digital tools. Building upon ideas from the team workshop, several ideas were formulated. Ideas were diverse and the brainstorming goal was diverging as much as possible. Using a design thinking approach, desirability and quantity were the main targets of the session. Ideas were preliminary and not detailed. Concepts included different ways of measuring the team's impact, such as team dashboard, product success matrix, monthly team evaluation workshops and a visual impact scale. Other concepts addressed the team silos and aimed to bring the team closer together and improve communication and collaboration. Ideas included taking the role of another team member for a day, using the "stinky fish" method to support team communication

and discuss difficulties frequently, designing a hand-in process and creating a team website displaying all of the team's work. Some concepts addressed the unfocused work flow and included a co-created dynamic time-line, monthly team goals, and a sand clock for uninterrupted work. Another brainstorming session used analogies to get inspiration for different types of tools. The session was driven by associations inspired by strategic games, digital tools, decision making processes, design thinking methods and tangible objects. Associations had a wide range and included cards, maps, animation, dice and acting out. Other associations were related to success measuring methods such as scenario mapping, risk assessment and innovation scale. Using the different associations, different ideas were sketched. Tools and methods were combined with different games to encourage creative concepts. Sketching created a wide range of concepts that answers different pains found through research. In order to begin converging and select the right components, the solution scope had to be defined.

5.2.2 DEFINING THE SOLUTION SCOPE

Preliminary solution ideation resulted in a need to define a scope for the tool. In order to converge into a clear scope, a choice was made to focus on the bottom part of the focus pyramid. The decision was based on the assumption that the bottom parts of the pyramid influence the top parts, and therefore addressing them would be more impactful. In order to formulate a solution use case, a team work flow chart was created. The chart demonstrated the team work flow, including the different roles and participants.

Using the flowchart, three opportunities for design were identified, resulting in different impact and value

1: LONG TERM DECISIONS AND IMPACT
This opportunity area has the potential to define the solution scope. Therefore, it can be relevant for decision making, and defining long term goals

2: PRIORITIES
This opportunity area will focus on priorities. It has the potential to improve un-organized work flow and enable short term goals discussions and decision making

3: SUCCESS MATRIX
This opportunity area can focus on creating measurable targets and defining team success

Research

Other team

Report out

Co-creation
Usually a design sprint

Iteration

Solution validation

Iteration

MVP

Testing and validation

Product Launch

Measure

Improve

Maintain

Service Designers

UX/UI Designers

Devs and QA

Product Owner

Since the goal of the tool was to impact the bottom of the focus pyramid, opportunity area two was ruled out. A strategic decision formulated, based on the assumption that focusing on long term decisions would have the maximal impact on the team's operations.

At the same time, opportunity area number three was identified as relevant for the tool as considering the team's success matrix is crucial to defining its long term goals. Therefore, opportunity area three will be considered and combined in some aspects of the tool.

Hence, the scope of the tool was determined:

> *THE SOLUTION WOULD BE A TOOL THAT FACILITATES TEAM ALIGNMENT AND DISCUSSION, TO ENABLE LONG TERM DECISION MAKING IN THE TRANSITION FROM RESEARCH TO PRODUCT BY VISUALISING GOALS AND IMPACT*

After defining the scope of the solution, a list of requirements was made. The list describes the desired impact of the tool on challenges found in research. All challenges the tool aims to improve were found as hindering the focus and speed in the team collaborative work.

SENSE OF OWNERSHIP AND TEAM WORK

TEAM COLLABORATION AND COMMUNICATION

FOCUSED WORK FLOW

CLEAR MEASURABLE TARGETS

ALIGNMENT ON SHORT AND LONG TERM GOALS

SHARED TEAM VISION

After consultation with several team members and leads, a strategic decision was made to focus on opportunity area number one. This use case focuses on the transition from research to product. Research identifies that moment important in several aspects:

- It is influential in the team collaborative work process and consists of friction, as the service designers hand in their work to the scrum team.

- This transition is also a strategic decision making moment, when long term project selection is made. Therefore it can potentially impact the team's sense of ownership, collaboration methods and silos, as well as future vision and goals

To clearly define the scope of the solution, a use case scenario was created. The use scenario:

HOW:

The tool will be used in a team collaborative workshop. The workshop will be conducted either remotely or physically. The process should be designed to be short enough to be easily executed at any given time.

WHEN:

The tool will be used in the transition from research to product. Several decision making moments were considered, and in consultation with team members and leads a decision was made. The tool will be used when evaluating or comparing opportunities that emerged from research, prior to co-creation. This moment was chosen since it is the first possible moment for the scrum team to be involved in research, therefore preceding the collaborative process and enabling all team members to select and own the problem scope while having an overview on all existing possibilities. This is a very strategic and influential moment in long term decision making, and currently the team is not fully involved in it.

WHO:

The workshop will include all team members, excluding team lead. It will be facilitated by the product owner. The tool would enable a democratic collaborative approach, enabling all team members to express their concerns and aspirations toward a possible design opportunity. Therefore , it must include all team members and ensure a non-hierarchical environment where participants feel free to speak their mind. The product owner would perform as the facilitator of the session for two reasons:

1. In order to reduce silos, the team should participate in the session as one entity. Service designers should provide the relevant research information, but allow the team to collaboratively make decisions and own the problem context

2. The product owner can act as a mediator and represent the strategic business requirements from the team lead and stakeholders, therefore enabling the session to remain a team activity.

The product owner should have facilitation skills, and know how to manage a team collaborative workshop. The current product owner is also a facilitator, making this role feasible for her. In the event that a new product owner will join the team, there might be a need to reconsider the facilitator role.

REQUIREMENTS:

The tool should be co-created by the team. The tool will enable the team to align on goals and team vision. In order to ensure relevance and a democratic collaborative approach, the team should be involved in the creation of the tool. The creation of the tool would be a crucial part of the tool itself, and will enable frequent alignment on the team's strategic decisions and future vision. Therefore, as part of the tool, an alignment process will be designed for the team to repeat every quarter.

5.3 CONCLUSIONS AND NEXT STEPS

Based on all parameters described above, a decision was made to move forward with the idea of a digital card deck. This concept was selected since it answered the requirements and of being a discussion and alignment tool that can engage the team. A card deck can create the feeling of a team strategy game, that has the potential to create a sense of unity and collaboration. Making the solution fun and easy to implement is a priority, to ensure it can fit within the team busy work schedule. Additionally, this solution can be executed remotely, enabling the team to use it at any time and any place. In the next diamond, the card deck would be co-created with the team. The cards would formulate a possible success matrix by representing different impacts for the team. The content of the solution will be based on the co-creation and insights from research. Additionally, literature and trend review will be used to add inspiration and depth to the solution.

A tool-kit will be developed, including an elaborate use case and process that can facilitate a discussion on goals and create clarity, using the card deck. In the convergent part of the third diamond, a testing session will be conducted to validate the impact of the tool-kit.

The chapter will begin with an overview of the final solution. It will provide an overview of the D@D impact tool-kit and the three parts it contains. An explanation on the tool-kit user guide will follow at the end of this chapter. The guide entails detailed instructions regarding facilitation and tool use cases.

TESTING AND VALIDATION
Team session using to toolkit to evaluate the desirability, viability and feasibility of the tool

Problem definition
Context

Idea generation
Opportunities

Concept development
Solution

THE D@D IMPACT KIT

Solution design
Workshops and individual process

CO-CREATION WORKSHOP
Setting team goals and co-creating tool content with the team & leadership

MAKE AN ASSUMPTION
On a scale of 1-5, five being the highest, try to assume how painful is the pain for Deloitters

Consider data, insights and quotes discovered through research and the report-out

#22

Digital@ Deloitte

"Grace Hopper (1906-1992)
A US Navy rear admiral and computer science pioneer, known for coining the term "debugging," after removing a moth from the circuitry of a malfunctioning Harvard computer in 1947

Digital@ Deloitte

DID YOU
Four in ten Fortune
that solving social p
of their core

"The most dangerou
the language is: we h
done it this way

INSPIR

From research to product
IMPACT SQUARES

Digital@ Deloitte

MAKE AN A
Come up with a metap
Try to come up with a potential time as it
the same time every day
to express your shoes every day
Example: tying your shoes
takes

DISCUSSION POINT
How can this opportunity help employees feel valued for who they are and what they contribute to Deloitte?

Digital@ Deloitte

this opportuni
te to our team
o, show a range of
ies, prove business va
and stand out?

ON POINT

#35

#21

DID YOU KNOW?
providing education
tures and lifestyles, as on

research indicates
strongly associated with well-being

two numeric
measured to
e success of this
opportunity

ATIVE EXERCISE
saving and focus,
s creating and
distractions
annoyances

RCH IND
ons should
d meaning m
rewards or s

6.1 THE D@D IMPACT KIT

This section will present the D@D impact kit, and provide information about its goals and impact. Based on research findings, insights and patterns discovered through research and an analysis done, a solution scope was presented in the previous section.

A TEAM TOOL DESIGNED TO CREATE FOCUS BY ALIGNING ON GOALS AND IMPACT, AND REDUCING FRICTION IN THE TRANSITION FROM RESEARCH TO CO-CREATION

The tool-kit is a team alignment and discussion tool designed in co creation with the Digital@Deloitte team. The main goals of the tool-kit are creating focus and performing as a bridge from research to product design. The tool-kit consists of three parts that will be further explained in this chapter. This tool-kit addresses the bottom of the focus pyramid, and aims to align the team on goals and potential impact.

SENSE OF OWNERSHIP AND TEAM WORK

TEAM COLLABORATION AND COMMUNICATION

FOCUSED WORK FLOW

CLEAR MEASURABLE TARGETS

ALIGNMENT ON SHORT AND LONG TERM GOALS

SHARED TEAM VISION

1 - IMPACT SQUARES
A card deck that represents the team goals and potential impact, co-created with the team

2 - EVALUATION SESSION
A structured session to evaluate and compare opportunities as a team
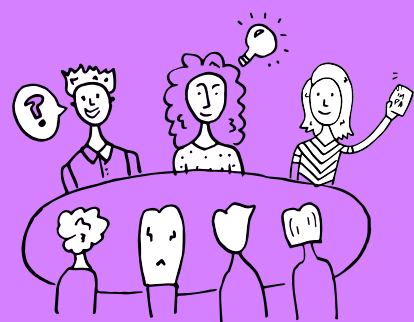
3 - TEAM IMPACT WORKSHOP
A structured session that can be done every quarter to re-evaluate team goals and reflect on progress

6.1.1 THE IMPACT SQUARES
D@D IMPACT KIT | PART 1

The first part of the D@D impact tool-kit is the impact squares: A card deck that contains 36 cards that represents the team goals and potential impact. The cards content is based on three sources:

1. CO-CREATION WITH THE D@D TEAM
To begin the process of collecting content for the digital cards, a co-creation session was conducted. The session lasted one hour and included the full team except for the team lead. The goal of the session was to use a bottom-up approach to discover team ambition and vision for the future. Prior to the session participants were asked to think about their goals for the team for the short and long term The workshop consisted of three stages:

- *DEFINING TEAM GOALS IN THREE HORIZONS*
- *DEFINING IMPACT ON EMPLOYEES AND BUSINESS*
- *DEFINING TEAM VISION*

During the session each team member wrote their thoughts on each of the topics on post-its and placed them according to the category. Each team member presented their post-its to each other, facilitating an open discussion on goals of different disciplines and mutual team goals. At the end of the discussion team members votes on the most prominent goals, that they found most meaningful. Using the heat map created from the session, an analysis of was done and included clusters of team goals according to priorities presented in session. A main goal the team is making employees feel valued. That correlated with insights collected from literature. At the same time, the team suggested using new technology and releasing a product that will be used outside the Netherlands as team goals.

2. STRATEGIC INPUT FROM TEAM LEADS
Using the patterns found in team workshop, a similar session was done with the team lead and product owner. Leads were asked to add their thoughts to the clustered goals of the team. Team leads were able to provide a strategic high level approach towards team goals. For example, leads mentioned measurable product success as a team goal that can lead to business value. Another example is becoming the "go-to" employee experience team in Deloitte. At the end of the session, participants were asked to cluster the goals along with the ones from the previous session, and create new ones if necessary. Through voting they established prioritisation and validation that lead to an analysis of the goals.

3. LITERATURE AND TRENDS
The third and final component of the cards is an analysis of literature and trends for employee experience. The analysis included insights from the shift in corporate agenda, the current perception of employee experience as well as human capital reports from Deloitte. An example of a card inspired from literature analysis is creating a sense of belonging. Analysis demonstrated this is a top human capital goal for 2020, and can be achieved by making employees feel respected and treated fairly, being connected to people and teams and contribute to meaningful work. Therefore, this information formulated one card, inspiring team members to consider how this goals can be achieved through their product innovation. Other examples of cards inspired by literature and trend analysis are sense of purpose, personal growth and well being.

6.1.1.1 CARDS COLOUR AND STRUCTURE

The cards formulate a possible success matrix by representing different impacts for the team. The cards consist of three colours, each reflecting a different type of team goal.

ORANGE CARDS
Employee experience values the team wants to impact. Inspired current trends, human capital reports and industry shifts

GREEN CARDS
Team business goals of the team. This can include anything that has a business impact for the stakeholders, the company, employees or clients

PURPLE CARDS
Goals that are related to the team and the way it collaborates, communicates and creates. Milestones the team wants to achieve in the short and long term

BACK SIDE
A call to action, a creative activity, point for discussion, more information etc

CARD NUMBER

FRONT SIDE
An explanation of the goal and its relevance to the team and EX

Type of value
Card goal
#0

Short explanation about the goal that highlights potential value

CALL TO ACTION
A creative exercise, point for discussion, inspiration or facts from literature and trend

WHY USE THE CARDS?
The cards are a team tool, designed to facilitate discussion, align on goals and create focus. Each card represents input from team members or leads, literature and trends

Digital@
Deloitte
#0

The impact squares is a card deck that contains 36 cards, 12 from each colour. The cards create an overview of the Digital@Deloitte team goals and potential impact, as they were mapped at the time of this thesis. The deck can be used in various ways, two of them were created as part of the tool-kit and will be described in the following chapters. Below are example of cards from every colour, full deck can be found in appendix 3.

Business value
Measurable Targets
#3

As a team we want to prove our business value by measuring our success. Could this opportunity produce measurable targets?

MAKE AN ASSUMPTION
Try to come up with two numeric KPIs that can be measured to prove the success of this opportunity

Key Performance Indicator (KPI) examples: Number of users, Time saved, Employee satisfaction

Digital@
Deloitte
#3

D@D team goal
Using new technology
#1

Can this opportunity enable us to experiment with a new technology as a team?

CREATIVE EXERCISE
Think of two technologies we want to use as a team, and try to force fit them with this opportunity

Force fit is a creative method to spark innovative ideas by combining two seemingly unrelated elements

Digital@
Deloitte
#1

EX Goal
Feeling Valued
#5

Research indicates that there is growing desire of employees to be understood as individuals, and valued for who they are

DISCUSSION POINT
How can this opportunity help employees feel valued for who they are and what they contribute to Deloitte?

Tip: Consider soft and hard skills that can be acknowledged. Ex: Resilience, sensitivity, good communication skills, time management, being a good team player etc

TOP GOAL
Feeling valued was rated as top EX goal by the D@D team and trend reports for 2020

Digital@
Deloitte
#5

6.1.1.2 THE DIGITAL CARD DECK

The tool-kit was designed to fit remote work. Therefore a digital version of the card deck was created and can be accessed in desktop. The digital card deck enables to flip through the cards in groups of four. When hovering on the front side of the card, the back of it is revealed. The first page of the prototype enables navigation based on card number, to ensure fast and easy tracking of cards

CARDS #5 - #8

ALL CARDS

1. Select one card that you think is most suitable for the opportunity/ies
2. Use the back side of the card to prepare for the team session
3. Place the card you chose and any thoughts / ideas / assumptions / concerns you have on the MIRO board

Hover to see the back side on the card

EX Goal #5
Feeling Valued

Research indicates that there is growing desire of employees to be understood as individuals, and valued for who they are

TOP GOAL
Feeling valued was rated as a top EX goal by the D@D team and trend reports for 2020

Business value #6
Deloitte eNPS

The employee Net Promoter Score (eNPS) measures how likely is an employee to be an ambassador for the company by recommending it as a workplace to others

D@D team goal #7
Increase Adoption

As a team we want to create a product that will be used by more than 1000 Deloitters in NL on a daily basis

EX Goal #8
Well Being

Well being is proven to have direct impact on retention as well as organizational performance.

TOP GOAL
Rated as a top 2020 trend in Deloitte HC survey

← Cards #1 - #4   Cards #9 - #12 →

CARDS #5 - #8

ALL CARDS

1. Select one card that you think is most suitable for the opportunity/ies
2. Use the back side of the card to prepare for the team session
3. Place the card you chose and any thoughts / ideas / assumptions / concerns you have on the MIRO board

Hover to see the back side on the card

EX Goal #5
Feeling Valued

Research indicates that there is growing desire of employees to be understood as individuals, and valued for who they are

TOP GOAL
Feeling valued was rated as a top EX goal by the D@D team and trend reports for 2020

Business value #6
Deloitte eNPS

The employee Net Promoter Score (eNPS) measures how likely is an employee to be an ambassador for the company by recommending it as a workplace to others

MAKE AN ASSUMPTION

How many Deloitters would potentially find value in this opportunity?

TIP: Is it relevant to all Deloitters? Is it only usable by a specific group? Is there any data on number of potential users? Try to guess the users group size: small / medium / large

Digital@
Deloitte   #7

EX Goal #8
Well Being

Well being is proven to have direct impact on retention as well as organizational performance.

TOP GOAL
Rated as a top 2020 trend in Deloitte HC survey

← Cards #1 - #4   Cards #9 - #12 →

6.1.2 EVALUATION SESSION
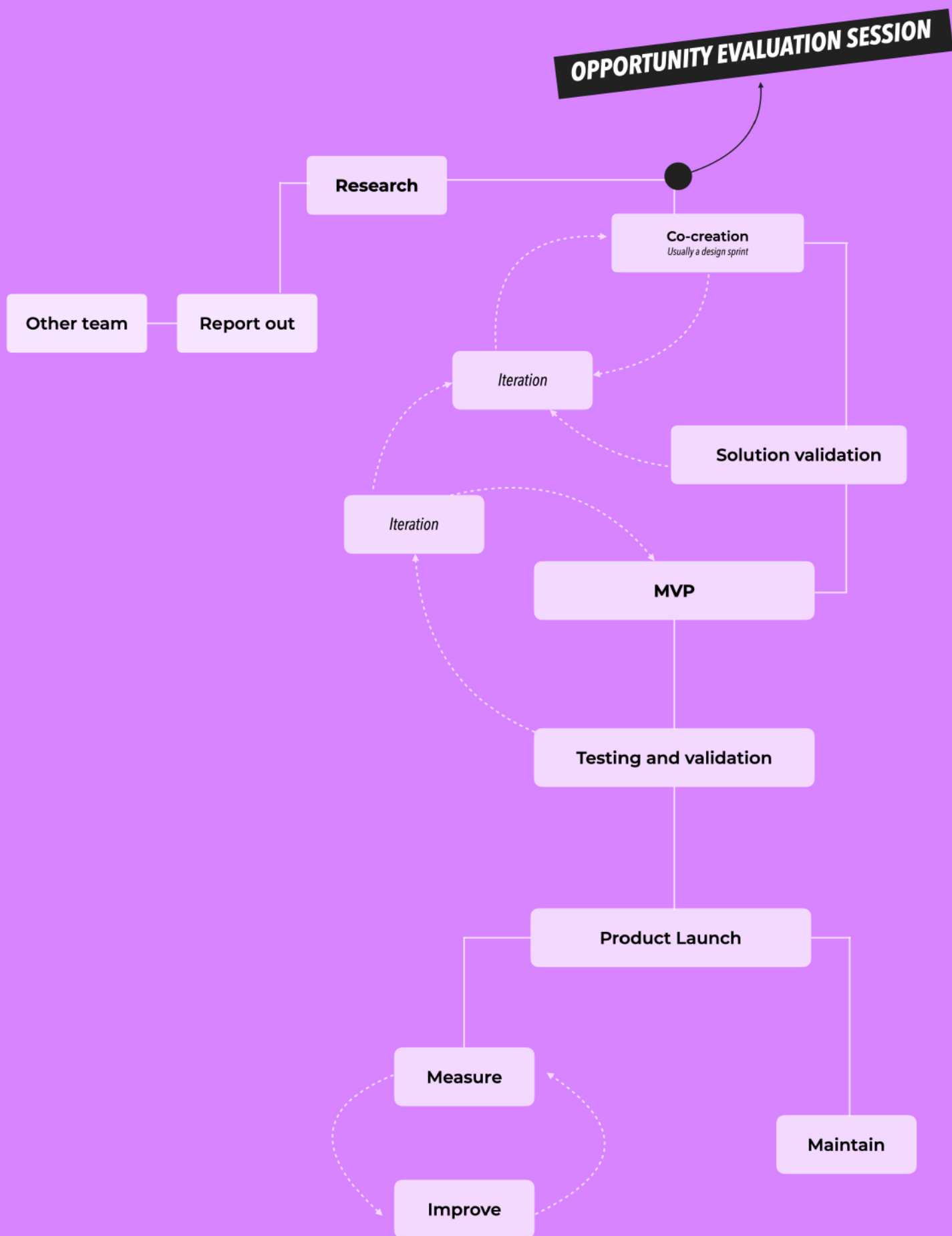## D@D IMPACT KIT | PART 2

The evaluation session is a team workshop designed to create alignment and focus. Using the impact cards presented in the previous section, the team will discuss and compare design opportunities that emerged from research. The session will be used to evaluate the potential impact of an opportunity, or compare several opportunities. The main goals of the session are to increase focus by aligning on goals and facilitating a democratic team discussion and decision. This session will take place in the transition from research to product and will attempt to perform as a bridge to reduce friction and improve the collaborative process.

The Digital@Deloitte team follows the double diamond method to produce innovation. In the first diamond, the Service Designers conduct user centred research in order to identify desirable business opportunities. The evaluation session will take place in the transition between the two diamonds, based on the opportunities identified in research and prior to the co-creation session that initiates the second diamond. The session will aim to improve the transition from Service Design activities to the Scrum activities, and perform as preparation for a design sprint. The next page shows the team work-flow and the moment in which the session takes place. This is a valuable moment to consider long and short term goals, make choices regarding team projects, and align on desirable impact.
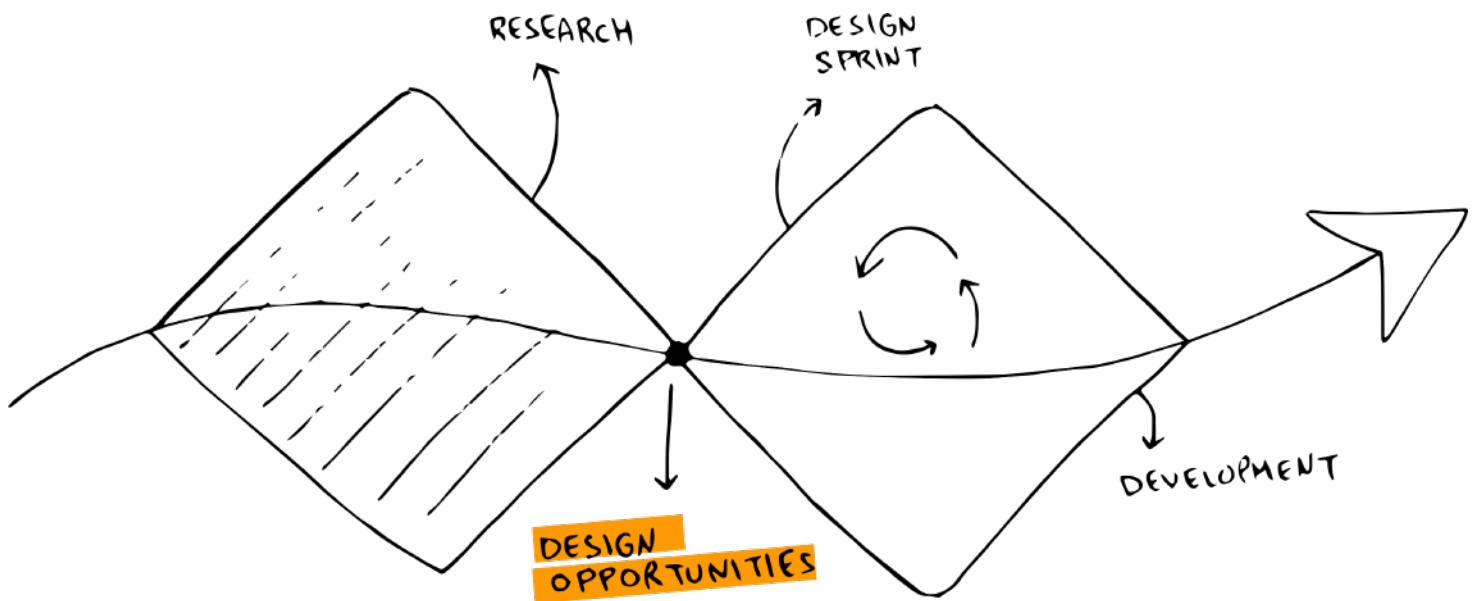
The double diamond approach enables the team to create innovation and facilitate multidisciplinary collaboration. The first diamond is mostly related to service design activities and research while the second diamond is often dedicated to scrum team activities. Currently, the transition between the diamonds is also the transition between the disciplines, and occurs during a design sprint. This workshop will take place prior to that, thus attempting to perform as a bridge from research to product ideation and development.

OPPORTUNITY EVALUATION SESSION

Research

Other team — **Report out**

Co-creation
Usually a design sprint

Iteration

Solution validation

Iteration

MVP

Testing and validation

Product Launch

Measure

Improve

Maintain

THE SESSION

The session was designed to be facilitated remotely via Miro collaborative white board and the digital card deck

PARTICIPANTS

The full Digital@Deloitte team

FACILITATION

The session will be facilitated and organised by the Product Owner

LOCATION

Remotely, using Zoom, Miro and InVision

DURATION

Approximately 2-3 hours, depending on number of opportunities and availability

RULES

- The team should be familiar with the opportunities prior to session
- Each session can include a 1-3 opportunities for evaluation
- Each opportunity evaluation should include a maximum of 12 cards, and at least 2 from each colour

ABOUT DESIGN OPPORTUNITIES

The requirement for the session is an opportunity to evaluate. Design opportunities are part of the outcome of the research done by the service designers.

Using design thinking and a user centred approach, the service designers research various topics within Deloitte in order to find employee

pain points or possible gains. Research topics can arrive from team leadership, human resources, other digital teams, employee experience teams from other countries, team members or employees. Once the research is complete, the service designers release a report-out, sharing their findings with team members, stakeholders and sometimes employees.

The report includes identified opportunities to design for. Often, a choice needs to be made between the different opportunities. An example for that is a recent research done about remote work. Since the Covid-19 pandemic began, Deloitte employees have been working from home. Therefore, service designers conducted a thorough research, looking into employee pains as well as industry reports and literature. They identified several opportunities for the team. The selection was done by the service designers and team leads, without involvement of the team. The opportunity selected was:

"CREATE NEW WAYS FOR HUMAN CONNECTION TO ALLEVIATE ISOLATION"

This opportunity is based on findings from research that demonstrated that employees working remotely over time feel socialy isolated. This opportunity is an example of design opportunities that exist within the team. Since it is a recent opportunity that the team is currently addressing, the testing session conducted for the evaluation session was based on it. More information about the testing session and examples will follow in chapter 7.

STORYBOARD

This story board provides high-level overview of the workshop. It will describe the steps and activities that will be performed in the session. The user guide that will be presented later in this report entails detailed instructions for this session, including time for each activity, tools and facilitation tips

#0 | TEAM BECOMES FAMILIAR WITH DESIGN OPPORTUNITIES
The team should have sufficient time to become familiar with the research output and opportunities. That would also enable the SD to participate in the session with the team. Opportunities should be on the wall during the session.
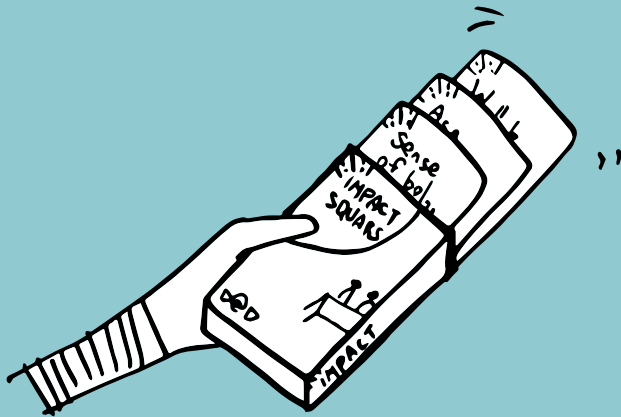
#1 | GET CARDS
Each team member is assigned to 4 cards and can find them according to number in the Digital card-deck

#2 | EXPLORE AND SELECT
Participants should choose 1 out of the 4 cards that is most suitable for each opportunity, and use the back part of the card to prepare for the discussion

#5 | DECIDE ON FINAL CARDS
The team can select up to three additional cards to add to the each opportunity. Eventually, each opportunity must have at least 2 cards of each colour
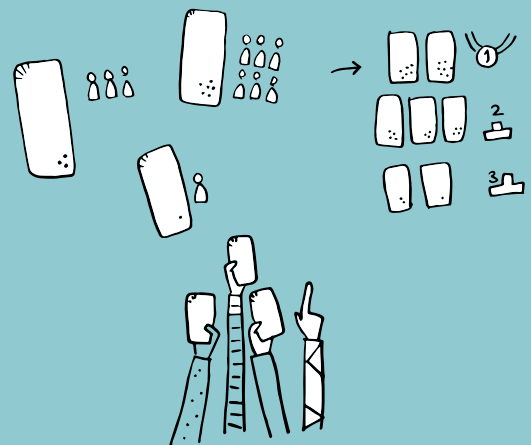
#6 | VOTE
The team votes on the different cards for each opportunity. When they are done, the facilitator removes the cards that were not voted for and reorganises the cards according to priorities
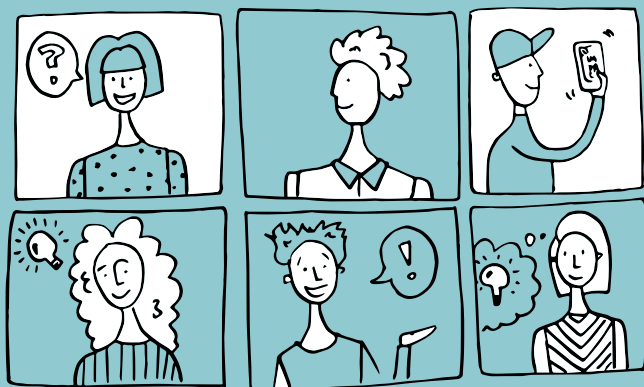
#3 | PRESENT AND DISCUSS
Each participant presents his card and the team discussed the relevance of it to the opportunity, using the back side of the card
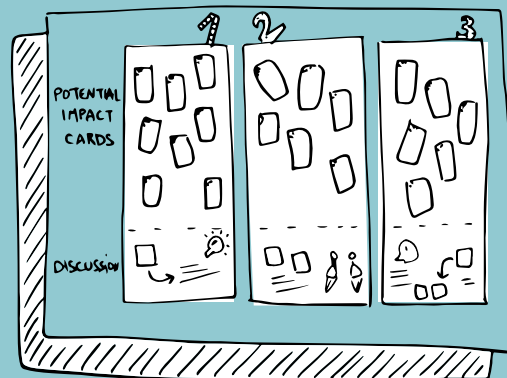
#4 | CAPTURE INSIGHTS
The facilitator places the chosen cards next to the relevant opportunities. At the bottom of each opportunity are assumptions, concerns or ideas discussed by the team during the session

SESSION OUTCOME
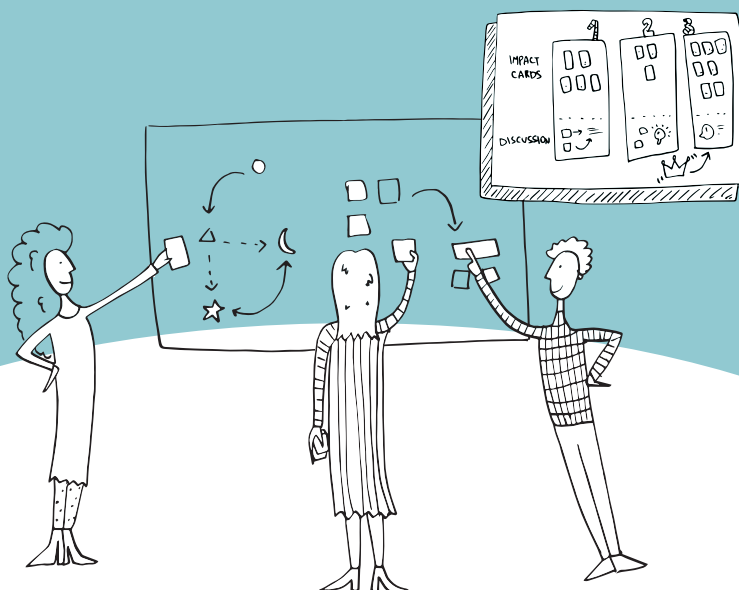
#7 | EVALUATE OPPORTUNITIES
The outcome is a DNA of each opportunity, containing its potential impact, possible ideas, assumptions and concerns that were raised in discussion. Based on it, the team can make a selection on which opportunity they want to continue to a design sprint. The DNA opportunity can be used in the co-creation session, to create a long term vision on the impact of the goal. A template of the opportunity DNA was designed as part of the workshop and will be presented in the following pages

THE COLLABORATIVE WHITE BOARD

Since the workshop is designed to be conducted remotely, the workspace has been designed and prepared. This section will provide an overview of workshop sections and structure. The full workshop design space can be found in appendix 5.

#1 AGENDA & SESSION RULES
Introduction to the tool and the workshop, including the agenda and a storyboard

#2 INTRODUCTION
Introduction to the opportunity/ies that will be evaluates during this session, and an explanation about the digital card deck and how to use it. This section provides a direct link to the card deck

#3 DISCUSSION
A designated discussion area that includes all cards. Next to that area are notes and guidelines explaining the process and providing guidance to participants

#4 VOTING & OPPORTUNITY DNA
The opportunity DNA. This section of the workshop will be used for voting and will become the outcome of the section, including the selected cards, and the most prominent discussion notes. The template will be presented in detail in the following page. Digital voting dots are provided in this section, with instructions on how the voting should be conducted.

#5 FEEDBACK
A structured feedback area, using three sections: I liked, I wish, I wonder. This sections enables constant iterations and discussions on the quality and relevance of the workshop structure
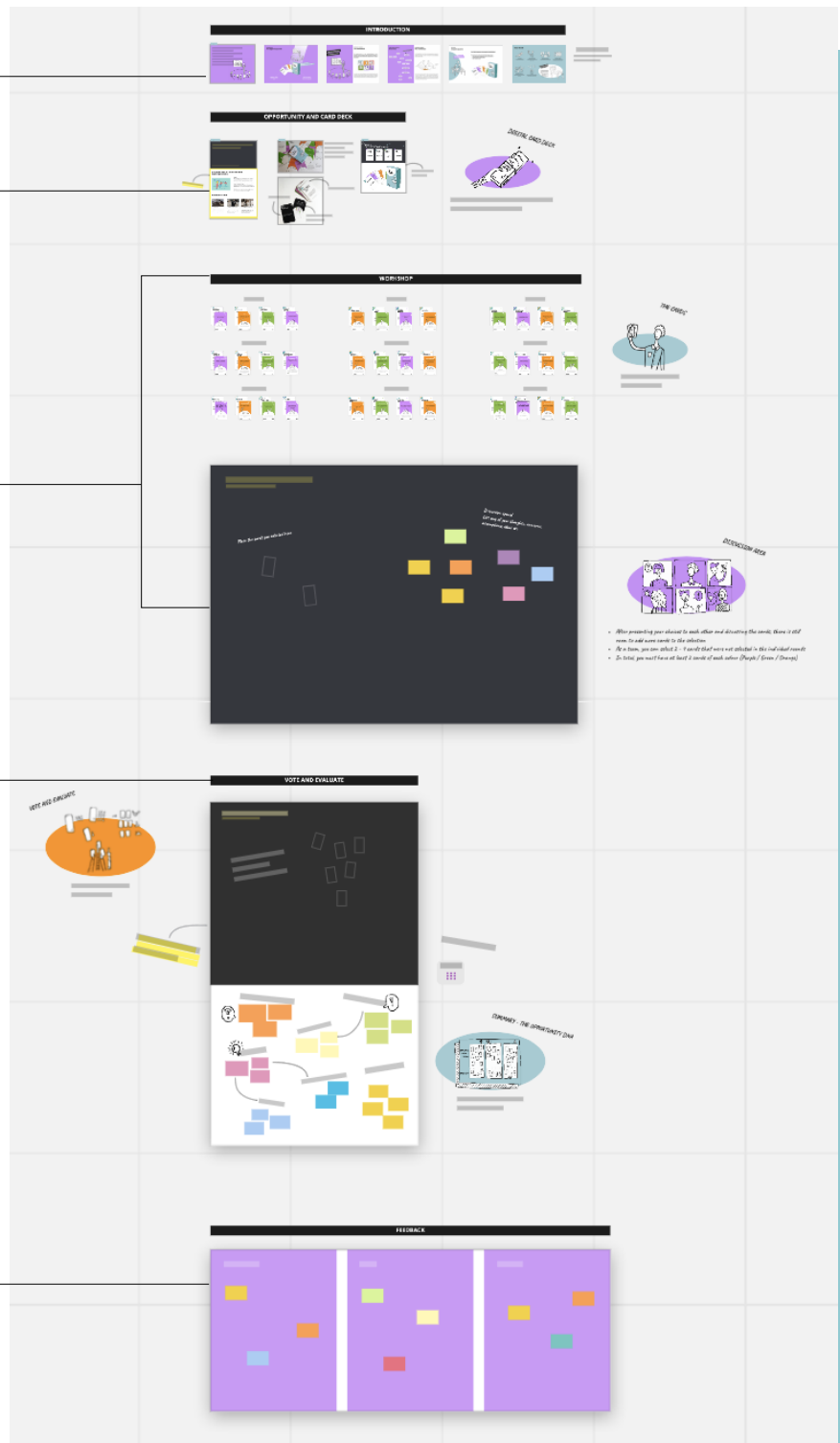
SESSION OUTCOME

Each template is one opportunity. The session outcome template was designed based on an analysis of the testing session. An example would follow in chapter 7.

PRIORITISED CARDS
This section will include all the cards that were selected for this opportunity, organized according to team votes.

DISCUSSION NOTES
This section will summarize the prominent findings from the team discussion. It should include patterns and clusters of topics that would be relevant for the team co-creation. The template highlights the type of content that would be useful based on research. Nonetheless, this section is flexible and can be adjusted based on the discussion and opportunity

[TITLE OF OPPORTUNITY] - DNA
EX: CREATE NEW WAYS FOR HUMAN
CONNECTION TO ALLEVIATE ISOLATION

Place the cards for voting here
After the voting delete the cards that were
not voted for, and arrange them so that
the ones that received the most votes are
highest and the least votes lowest

THINGS TO VALIDATE

THOUGHTS FROM DISCUSSION

Another discussion cluster

IDEAS

Another idea cluster

REMEMBER DURING CO-CREATION

Another idea cluster

6.1.3 TEAM QUARTERLY GOAL WORKSHOP
D@D IMPACT KIT | PART 3

Research proved that discussing future goals as a team is valuable for the sense of purpose, vision and ownership. All of those are vital to maintain focus and perform at the desired pace moment in which the session takes place. This session is a valuable moment to consider long and short term goals, make choices regarding team projects, and align on desirable impact.

The goal alignment session is a structured team workshop designed to re-evaluate goals and reflect on progress. The session can be done every quarter months to ensure constant relevance and team communication regarding impact and vision.

The cards were created based on team members and lead inputs as ell as industry reports and literature review. Therefore, for the cards to remain relevant, they should be adjusted to fit with current trends. Additionally, this is a designated moment for the team to align on their goals, discuss long term vision and current impact. Furthermore, this session is designed to evaluate and iterate on the impact cards and the way they are used.

THE SESSION
The session was designed to be facilitated remotely via Miro collaborative white board and the digital card deck

PARTICIPANTS
The full Digital@Deloitte team

FACILITATION
The session will be facilitated and organised by the Product Owner

LOCATION
Remotely, using Zoom, Miro and InVision

DURATION
Approximately 1.5 hours, depending on availability

RULES
- New card ideas can be any of the three colours
- Make sure the new deck remains balanced
- At least 10 cards of each colour
- Not more than 14 cards of one colour
- In total the deck should contain 30 - 40 cards
- Maintain card numbers for future workshops

STORYBOARD

This story board provides high-level overview of the workshop. It will describe the steps and activities that will be performed in the session. The user guide that will be presented later in this report entails detailed instructions for this session, including time for each activity, tools and facilitation tips

#0 | EACH TEAM MEMBER PREPARES 1-2 NEW CARD IDEAS PRIOR TO SESSION
Each team member can search for inspiration based on trends, literature and industry reports in addition to reflecting on team short and term goals
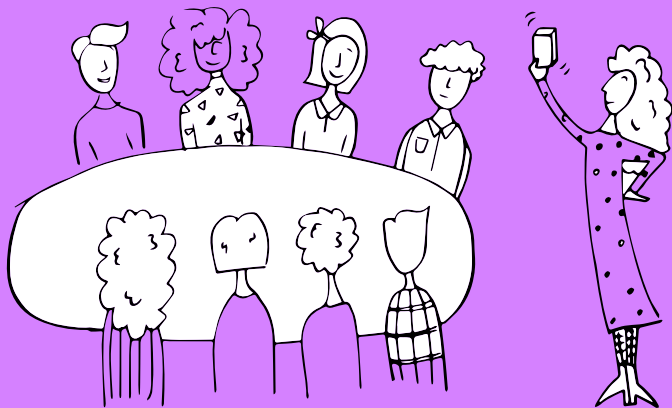
#1 | REFLECT ON EXISTING CARDS
Did we accomplish any of the existing goals represented on cards? Are there goals we should focus on more? Are there any cards that seem irrelevant?
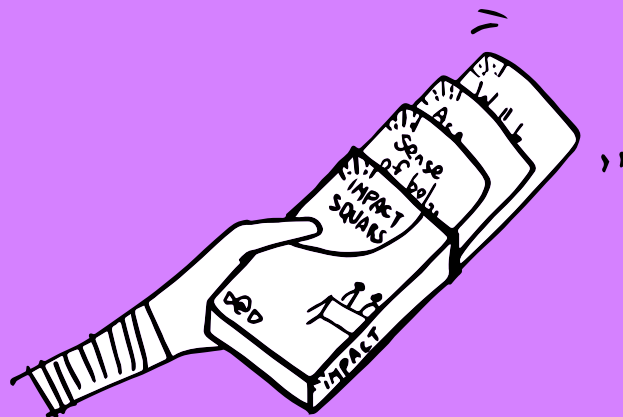
#2 | REMOVE OR REPHRASE CARDS
As a team discuss whether some cards are no longer relevant or should be adjusted to fit with current goals. Vote to make a decision on cards that should be removed or rephrased
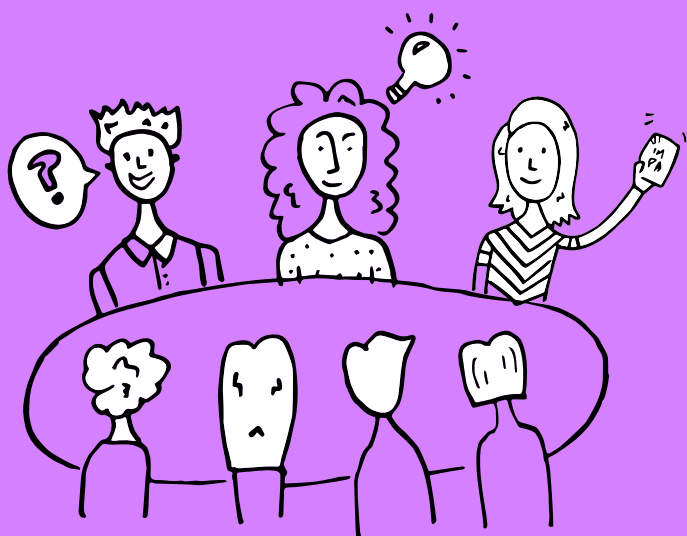
#3 | PRESENT & DISCUSS NEW CARD IDEAS
Can be written on posits, sketched, or in any format that can communicate the content. Team member take turns presenting their ideas
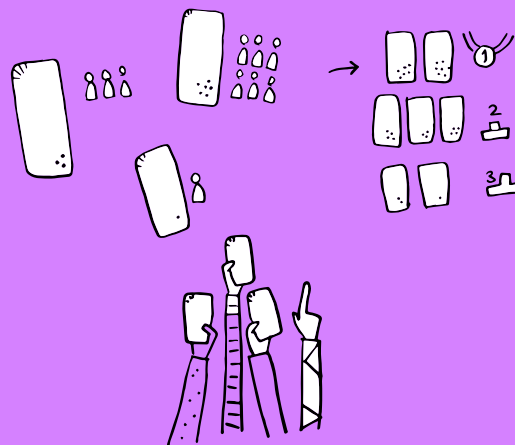
#4 | DISCUSS AND VOTE
To add new cards, team members need to agree on new goals and targets. Vote on new potential cards that can be added to deck

STEP #5

SESSION OUTCOME

THE NEW DECK

Based on the discussion and votes and following the session rules,
adjust the existing card deck:
- *Delete unnecessary cards*
- *Rephrase cards that should be adjusted*
- *Fill in new cards using templates*

EXAMPLE CARDS

The digital card deck includes example
cards from all three colours explaining the
content that should be on the cards

D@D team goal
[Impact name]

[Impact description: Can be a question or statement, should explain the goal]

#0

[DESCRIPTIVE TITLE]
[Use this space to inspire a relevant discussion. You can use an exercise, a question or interesting data]

[This space can be used for any fine print, details or further explanation of the content of the card]

Digital@
Deloitte

#0

D@D team goals

BLANK CARDS

The digital card deck includes empty cards
from all three colours that can be filled in
during the sessions

Digital@
Deloitte

#

THE COLLABORATIVE WHITE BOARD

Since the workshop is designed to be conducted remotely, the workspace has been designed and prepared. This section will provide an overview of workshop sections and structure. The full workshop design space can be found in appendix 6.

#3 NEW CARDS BRAINSTORM
This is a dedicated space for new card ideas. It includes an explanation on each card colour to enable team members to assign their new card to a colour. It contains a voting areas for the team to decide together on the addition on new cards to the deck

#1 AGENDA & SESSION RULES
Introduction to the tool and the workshop, including the agenda and a storyboard

#4 NEW CARDS FACTORY
An area explaining how to create the new cards. This section contains the empty cards as well as example cards

#2 DISCUSSION ON EXISTING CARDS
This area includes all existing colours divided by colour to create an overview. It includes a place for discussion and voting on cards that should be eliminated or adjusted
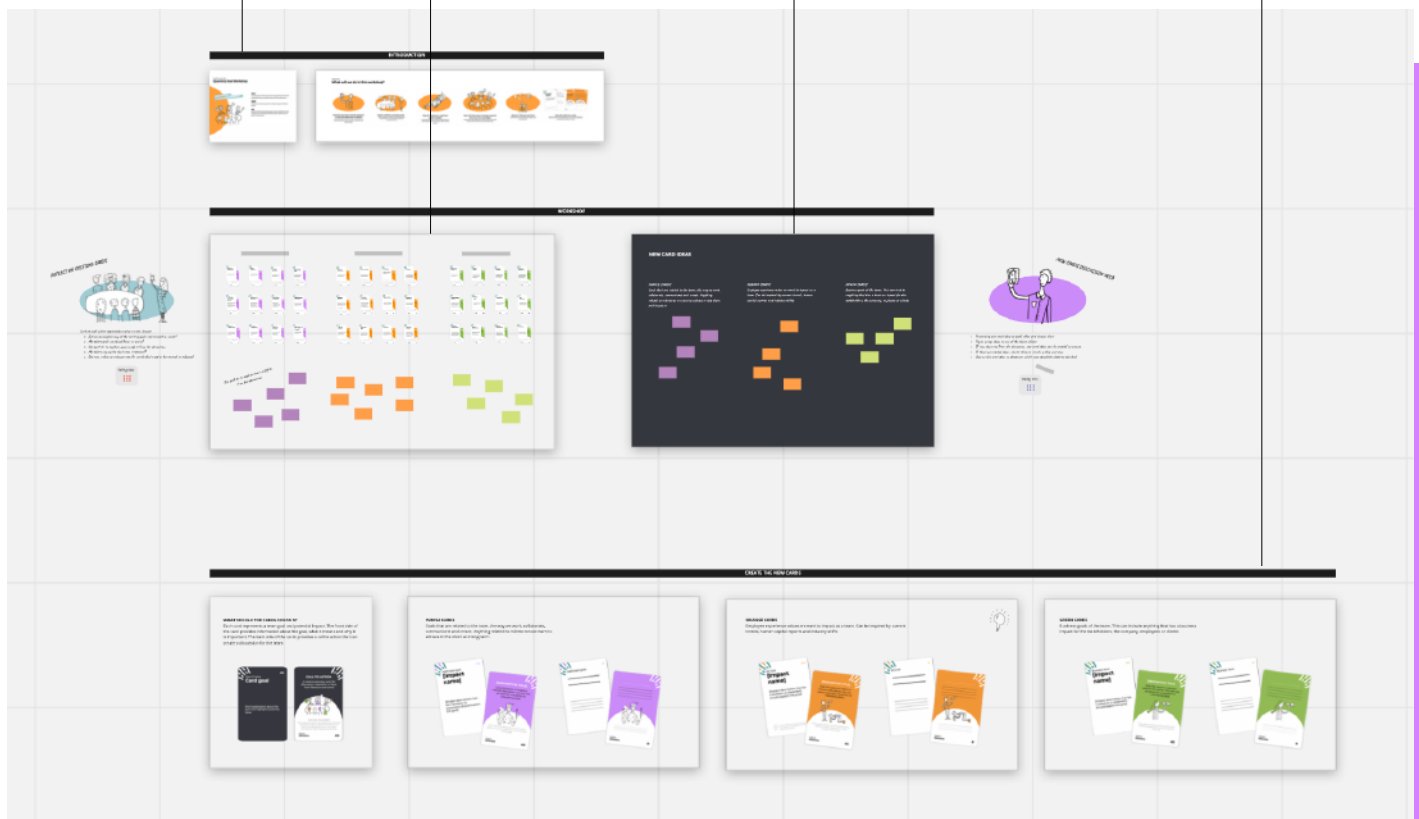
6.1.4 THE D@D IMPACT TOOL KIT USER GUIDE

The user guide is a digital booklet describing the D@D impact tool-kit in detail.
It has several goals:

1. FACILITATION INSTRUCTIONS
The guide includes elaborate and detailed instructions for the sessions, including how to prepare for the workshops, time per activity, links to boards and card deck and remote facilitation tips. (appendix 8)

2. TOOL-KIT PRESENTATION AND EXPLANATION
The guide can perform as a slide-deck to explain the tool-kit to team members and stakeholders easily. It includes all parts of the tool-kit as well as summarized context of the research
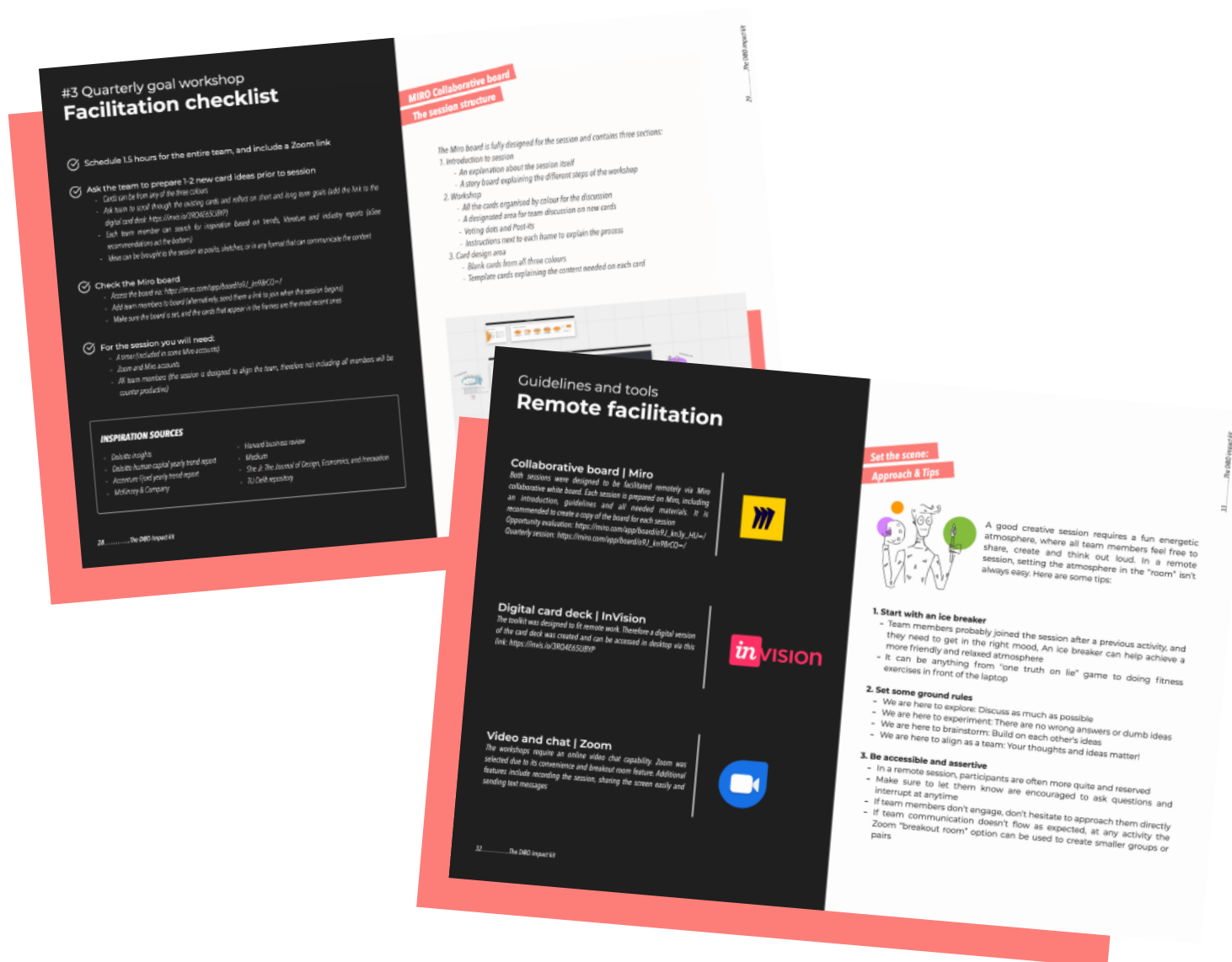
7 - TESTING AND VALIDATION

FEEDBACK, ADJUSTMENTS AND CONCLUSIONS

The chapter will discuss the tool-kit testing session. It will describe the findings and feedback, and present the adjustments made in the final solution. This chapter will provide examples on how the cards were used during a real team session that focused on an existing design opportunity the team is currently discussing.

7.1 THE TESTING SESSION

In order to validate assumptions and test feasibility, viability and desirability of the tool-kit, a testing session was conducted with the Digital@Deloitte team.

The session consisted of an evaluation of a real opportunity that recently emerged from research, using the digital card deck, the user guide and the workshop template. Four Digital@Deloitte team members participated in the session, due to availability reasons. Therefore, each participant received 9 cards and was requested to select 3 that are most suitable with the opportunity. Participants varied in roles to maintain a multidisciplinary approach, and included a service designer, UI Designer, Full stack developer and QA engineer. The session lasted an hour and a half, and resulted in several insights and learnings regarding the workshop and cards.

7.1.1 THE OPPORTUNITY

The testing session focused on evaluating one opportunity, and not comparing several of them. The reason for that was attempting to create a scenario that is truly relevant for the team, rather than "fake" a selection for the test. In the team's current work flow, evaluating this opportunity was valuable and meaningful, as they were approaching co-creation. Additionally, the session can also be used to evaluate a single opportunity if that is the relevant case for the team. The opportunity that was used for this testing session is based on a research concerning working from home. The opportunity identified social isolation due to remote work, and recognized a need to create new ways for human connections. Researchers recognized that

limitations in personal interaction makes it difficult for employees to have a sense of belonging. Building relationships is harder and work becomes entirely task oriented. Participants were familiar with the opportunity and the research prior to the session, and were reminded of it during the introductory part of the workshop.

7.1.2 THE PROTOTYPE

The digital card deck was initially created as a mobile interface. Using a QR code, team members were able to scan the link with their phone and receive access to a mobile version of the card deck. (Figure 2) In the mobile version, categories were set according to card numbers for easy navigation. Participants could scroll through the cards and click to flip in to the back side. Feedback from session indicated that the mobile interface isn't convenient:

"tricky to get a full overview on the phone"
- Digital@Deloitte Team member

"I wish there was an optimised online version of the cards in some sort of cool interface"
- Digital@Deloitte Team member

"I wish swiping was more easy in invasion"
- Digital@Deloitte Team member

Discussion during the feedback session suggested that a mobile card deck doesn't enable an overview of several cards together. Since participants were asked to select a limited number of cards, they preferred to see an overview of all of them together. Additionally, the mobile interface wasn't convenient, and swiping and using the prototype was difficult.
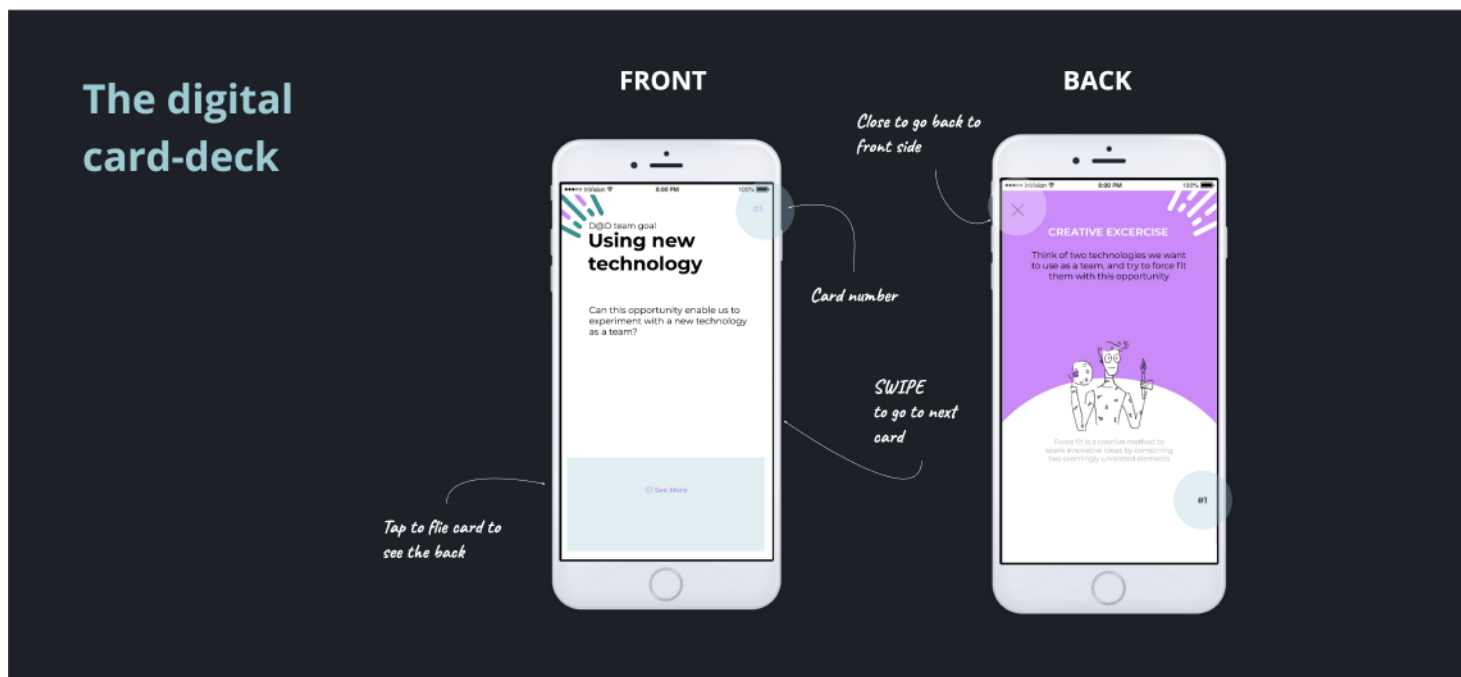
Figure 2: The mobile card deck as it was presented to participants of the testing session

7.1.3 TESTING GOALS AND TARGETS

The testing covered the desirability, feasibility and viability aspects of the evaluation session and the card deck. This diagram explains the elements that were tested during the session.

TEST THE PROCESS

- Does it work well and is executable within the time-frame?
- Does the user guide entail all needed instructions?
- Is the user guide clear and can be used to introduce the concept?
- Is the card deck convenient and clear?
- Do remote collaboration tools work as expected?
- Is the content of the cards is understandable and coherent?

TEST THE TOOL-KIT

- Does the team wants to use the tool-kit?
- Do they see value in the process and output?

FEASIBILITY   DESIRABILITY

VIABILITY
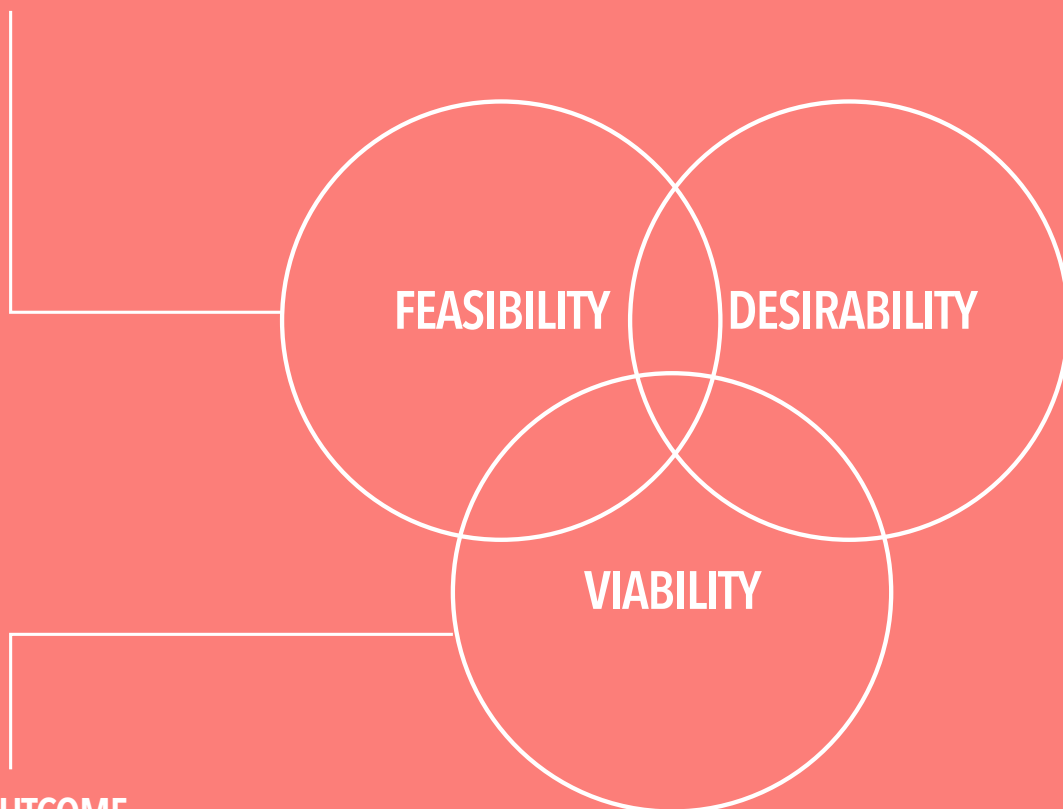
TEST OUTCOME

- Does the tool-kit help the team align on goals and create focus?
- Do the cards facilitate a discussion that contributes to decision making?
- Does the process enable an easier transition from research to co-creation?
- Does the process help the team have ownership on problem selection and context?

7.2 RESULTS AND FINDINGS

During the session, participants evaluated the design opportunity and followed the steps from the storyboard that was presented in the previous section.

7.2.1 OUTCOME & DNA TEMPLATE

11 Cards were selected by the team for the opportunity at hand. Five of those cards were Purple, five were Orange and only one card was Green. After the voting session, 9 cards remained, all Purple and Orange. Below is an example of how the cards were used to facilitate a discussion during the session. The full workshop outcome, including all the cards and discussion can be found in appendix 7.

The team identified that creating a community can be a potential impact of the opportunity. A team discussion lead to different ideas, assumptions and thoughts around the topic. After analysis, some clustered that emerged from the discussion:

TO BE CONSIDERED DURING CO-CREATION:
Should the solution focus on creating a community that addressed work related interaction purely or social interaction?

INSIGHT
Spontaneous interaction is missing, reaching out to colleagues actively can feel awkward

IDEA
Create a big community of people working from home, not only Deloitters. Perhaps clients can be a part of the network

The team identified that employee happiness can have a potential impact in this opportunity. Discussion on happiness as a potential impact led to several interesting insights:

SOCIAL INTERACTION SHOULD BE FUN

AS A TEAM, WE WANT TO FOCUS ON SOMETHING THAT DOESN'T CONCERN PRODUCTIVITY

A FUN PRODUCT CAN HELP ACHIEVE THE GOAL OF INCREASING ADOPTION

EMPLOYEE HAPPINESS IS VITAL TO THE ORGANIZATION AND CAN HAVE VARIOUS IMPACTS INCLUDING CLIENT SATISFACTION

By clustering insights from discussion, an opportunity DNA template was created. The opportunity DNA will formulate as the outcome of the session, and will be used during the co-creation in order to remind the team of the core elements discussed in the workshop. The template highlights several elements that could be relevant for next steps, for example, things to validate, ideas, approach and thought from discussion.

CREATE NEW WAYS FOR HUMAN CONNECTION TO ALLEVIATE ISOLATION

Things to validate

how interested are ppl in social, non-work-related interaction?

Thoughts from discussion

can we have an impact on the actual work with this product?

Feels awkward to reach out to people would be nice if someone else arranges it

people need something mutual to talk about

can we create a spontaneous interaction?

Making it fun can increase adoption

not focus on output and productivity all the time but actually have some fun

something fun and cool to do has the potential to be picked up by more ppl

Ideas

maybe combine volunteering or work options for meaningful work

Creative sessions to inspire them in collaborating

Virtual coffee corner

Inspire employees with different ways of working from home to reduce isolation

showing ppl the flexibility of working for home

help ppl structure their day differently

Approach for co-creation

do a lot of experiments not structured

fight to bring innovation into Deloitte

its important that we don't get blocked by things that can't be done and we challenge what we're told

ppl are searching for new things, and more aware on new products launches

we are already challenging the status quo as a team - we should stay brave

keeping in mind we want to challenge the status quo

Reducing isolation can be related to a big professional network - not only Deloitters

using trends and not only coming up with things within the team

use ideas from other companies that are doing similar stuff

how we collaborate remotely and involving other ppl within Deloitte

create a bigger professional community with clients

7.2.2 FEEDBACK & EVALUATION

The testing session included structured feedback. Participants were asked to list things they liked, wished or wondered regarding the session. Additionally, four questions were presented to participants, and they were asked to respond on a scale of 1-Not at all to 5-Very much. This section will describe the feedback from participants as well as analysis and evaluation of the session. Results will lead to a small design iteration. Team members likes the gamification element of the tool, and the visuals. Additionally, team members mentioned they saw value in the cards and discussion.

"I liked the playfulness of the cards"
- Digital@Deloitte Team member

"I liked that it gives place for meaningful discussions"
- Digital@Deloitte Team member

"I liked that there is already initial focus created and the team has already a certain pathway but still with a lot of freedom and creativity"
- Digital@Deloitte Team member

"the topics on the cards (and the explainers)"
- Digital@Deloitte Team member

"a lot of time for discussion, no rush"
- Digital@Deloitte Team member

Team members expressed an interest in using the tool as part of the team's process and try to evaluate it's impact. Additionally, team members wondered how the outcome would be used in the following step of co-creation and whether it will indeed bridge the gap from research to product.

"I wish to see it in a real life scenario, if it can become as a part of our D@D process"
- Digital@Deloitte Team member

"I wonder if we would really keep in mind the discussed topics in the next step"
- Digital@Deloitte Team member

"I wonder to see if adding this approach would benefit in a further ideation stage. so would be nice to have some kind of before VS after KPI's"
- Digital@Deloitte Team member

"I wonder how a bigger group will influence the value of the discussions and results"
- Digital@Deloitte Team member

Team members mentioned it is sometimes a challenge to make assumptions and evaluations regarding an opportunity and not a prototype.

"I wonder how to answer some of the questions if we don't have a tool in mind yet (audience size, tech used)"
- Digital@Deloitte Team member

Team members mentioned it is sometimes a challenge to make assumptions and evaluations regarding an opportunity and not a prototype.

7.3 CONCLUSIONS

Analysis of feedback and session outcomes can be seen in figures 3 and 4. The testing session feedback and analysis indicated that the tool-kit can facilitate a relevant and meaningful a valuable team discussion that can create focus and align team on goals. Analysis suggests that participants felt that the tool can potentially bridge the transition from research to

Using a scale of 1-5, team members answered four questions regarding the session

CAN THE CARDS AND THE SESSION:

4.1
Facilitate a discussion that can contribute to decision making?

4.2
Enable an easier transition from research to co-creation?

3.1
Create a sense of ownership on problem selection and context?

4.2
Help the team align on goals and create focus?
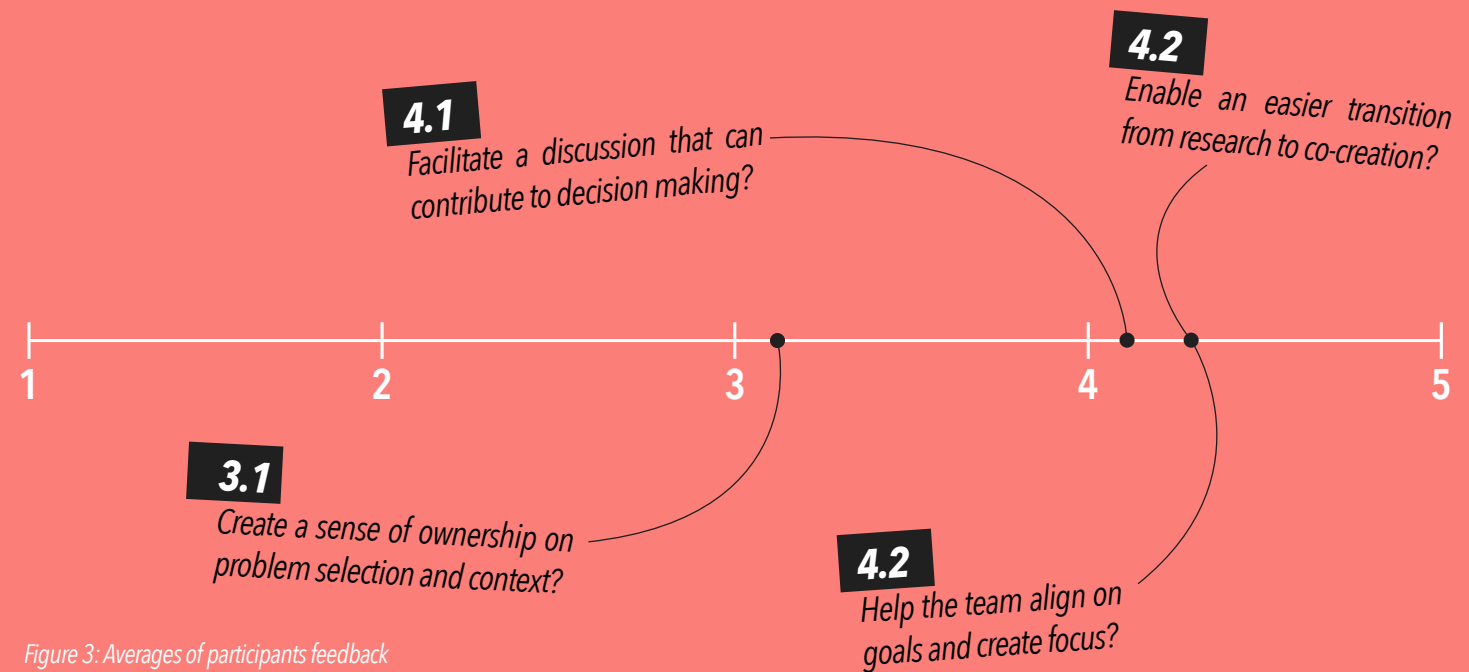
1   2   3   4   5

Figure 3: Averages of participants feedback

co-creation. This would be tested further once the tested opportunity will enter the co-creation phase. Participants felt that the tool might potentially contribute to decision making, however this wasn't fully tested and validated due to the use of a single opportunity. Analysis demonstrates that participants felt that the tool doesn't influence ownership on problem selection and context in a meaningful way. This can be due to the fact that this session didn't empower the team to make a selection, rather evaluate an existing opportunity that was already selected.

7.4 DESIGN ITERATION

As a result of the testing, a design iteration was done in order to adjust the solution according to feedback and findings. The digital card deck was re-designed in a Desktop version to replace the mobile version. User testing and interviews with

to team members validated that the Desktop version is more convenient, and easy to use:

"It's very straightforward... the hovering is cool, it works"

"It's a way better experience than the one we had on the phone.."it is clear and you can look at all of them easily"

"it's easy and intuitive...I didn't have to think about how does this work..it's nice that you don't have to click on anything"

In addition to adjusting the prototype, the session duration was extended to ensure sufficient time for discussion. A new rule was created, requiring the team to select at least two cards from each colour, based on the selection during the testing which focused on Purple and Orange cards. The session outcome was designed based on the results, as well as the facilitation notes and tips.

MOSTLY VALIDATED

SOME ADJUSTMENTS WERE RECOMMENDED

The session is feasible in the way it is currently constructed, however some changes could improve the outcome:
  - *The session should be longer to enable more time for discussion*
  - *Miro works well, the template design of the workshop works well*
  - *Mobile card deck is not convenient to participants: there should be another digital tool facilitating the card deck*
  - *The content of the cards in understandable and coherent*

VALIDATED

- The team enjoyed the session. Team members mentioned they want to use the tool-kit and think it's a fun and valuable process.
- Team members liked the playfulness, design and energy of the session
- The team expressed interest in how the tool will evolve and how can we implement it as part of our collaborative process

FEASIBILITY   **DESIRABILITY**

VIABILITY

MOSTLY VALIDATED

SOME PARTS WERE NOT TESTED

- The team sees value in the tool-kit, especially in the way it helps create focus, align on goals, facilitates a meaningful discussion, eases the transition from research to co-creation.
- The content of the cards in understandable and coherent
- Team members found value in it
- The value of the tool in decision making and creating a sense of ownership still needs to be validated since the session didn't include comparing of different opportunities to make a selection

Figure 4: Testing Session Analysis
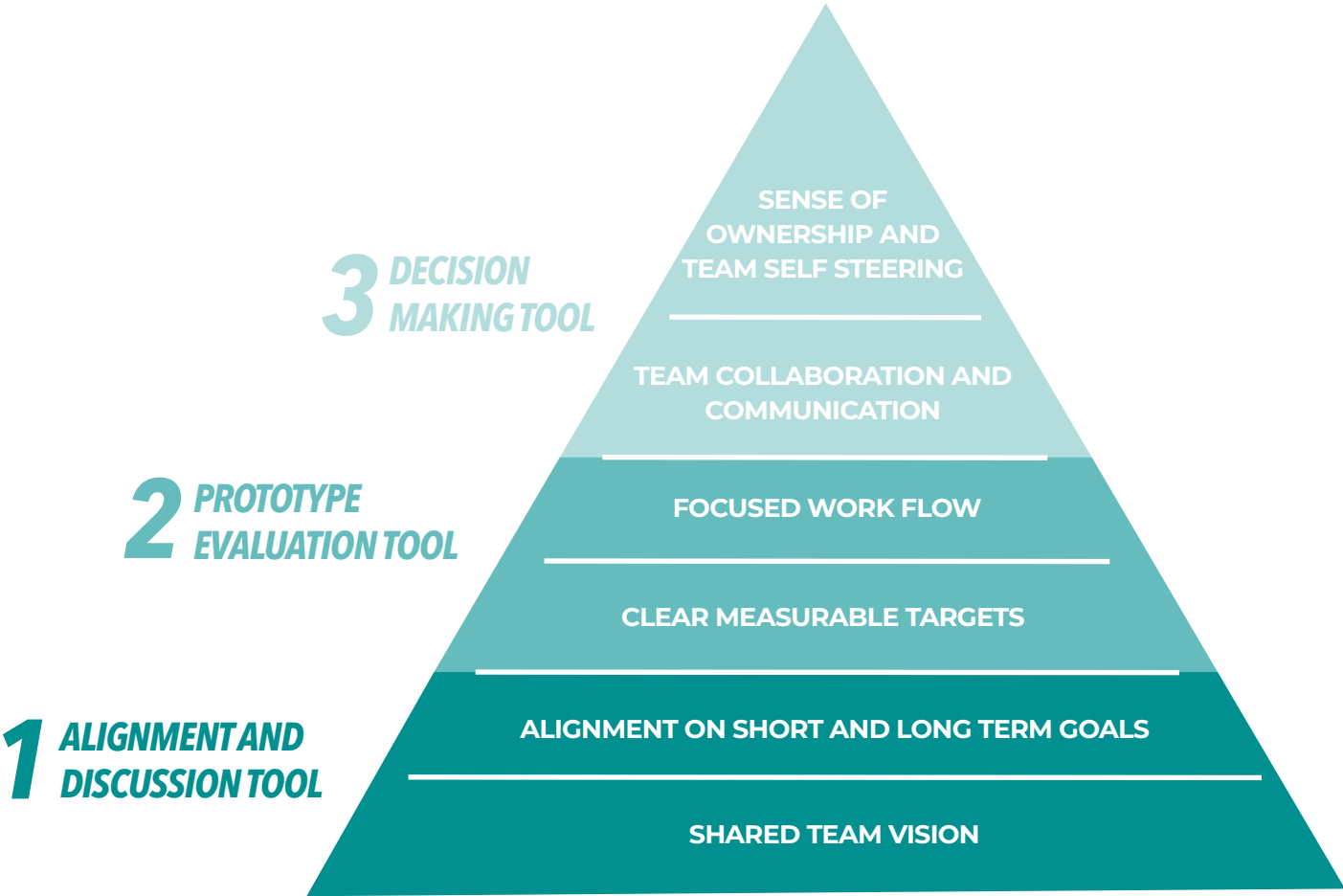
8 - ROADMAP AND FUTURE VISION

This chapter will discuss the potential impact of the D@D impact kit. It will describe a desired development over time, and how it might address different issues revealed in research through implementation.

8.1 TOOL-KIT ROADMAP

The D@D impact tool-kit was designed based on research findings from thesis In order to produce an implementable solution that can be created in the scope of this project, a scope was selected. The solution presented in this thesis report has the potential to develop over time and create a bigger impact. This section will describe a strategic road map for the tool-kit, with suggestions on how it can be further developed and used in the future within the Digital@Deloitte team to increase their impact. Based on the focus pyramid presented earlier in this report, three horizons were created. The first horizon represents the tool-kit as it is delivered to the team as the end of this thesis project: an alignment and discussion tool that addresses the bottom part of the focus pyramid and aims to create focus by reducing friction in the transition from research to product. Sub goals of the tool are reducing silos and increasing sense of ownership. In the second horizon , the tool will be used during prototyping and co-creation. It can be used for brainstorming, to park creativity and start thinking of possible solutions as well as at the end of design sprint, to evaluate prototype and its potential impact. In the third horizon, the tool will address the top part of the pyramid to increase sense of ownership and enable the team to become more self steering. By creating measurable targets and KPIs, the tool can be used to make decisions as well as improve measuring of solutions and communication with stakeholders.

3 DECISION MAKING TOOL

2 PROTOTYPE EVALUATION TOOL

1 ALIGNMENT AND DISCUSSION TOOL

SENSE OF OWNERSHIP AND TEAM SELF STEERING

TEAM COLLABORATION AND COMMUNICATION

FOCUSED WORK FLOW

CLEAR MEASURABLE TARGETS

ALIGNMENT ON SHORT AND LONG TERM GOALS

SHARED TEAM VISION

HORIZON 1
ALIGNMENT AND DISCUSSION TOOL

USE CASE: to evaluate opportunities
MAIN GOALS: Create focus, improve transition from research to co-creation, align team
SUB GOALS: increase sense of ownership and reduce silos

HORIZON 2
PROTOTYPING EVALUATION TOOL

USE CASE: During co-creation to brainstorm and think of possible solutions, and to evaluate prototype and its potential impact
MAIN GOALS: Evaluate prototype's potential impact and create measurable
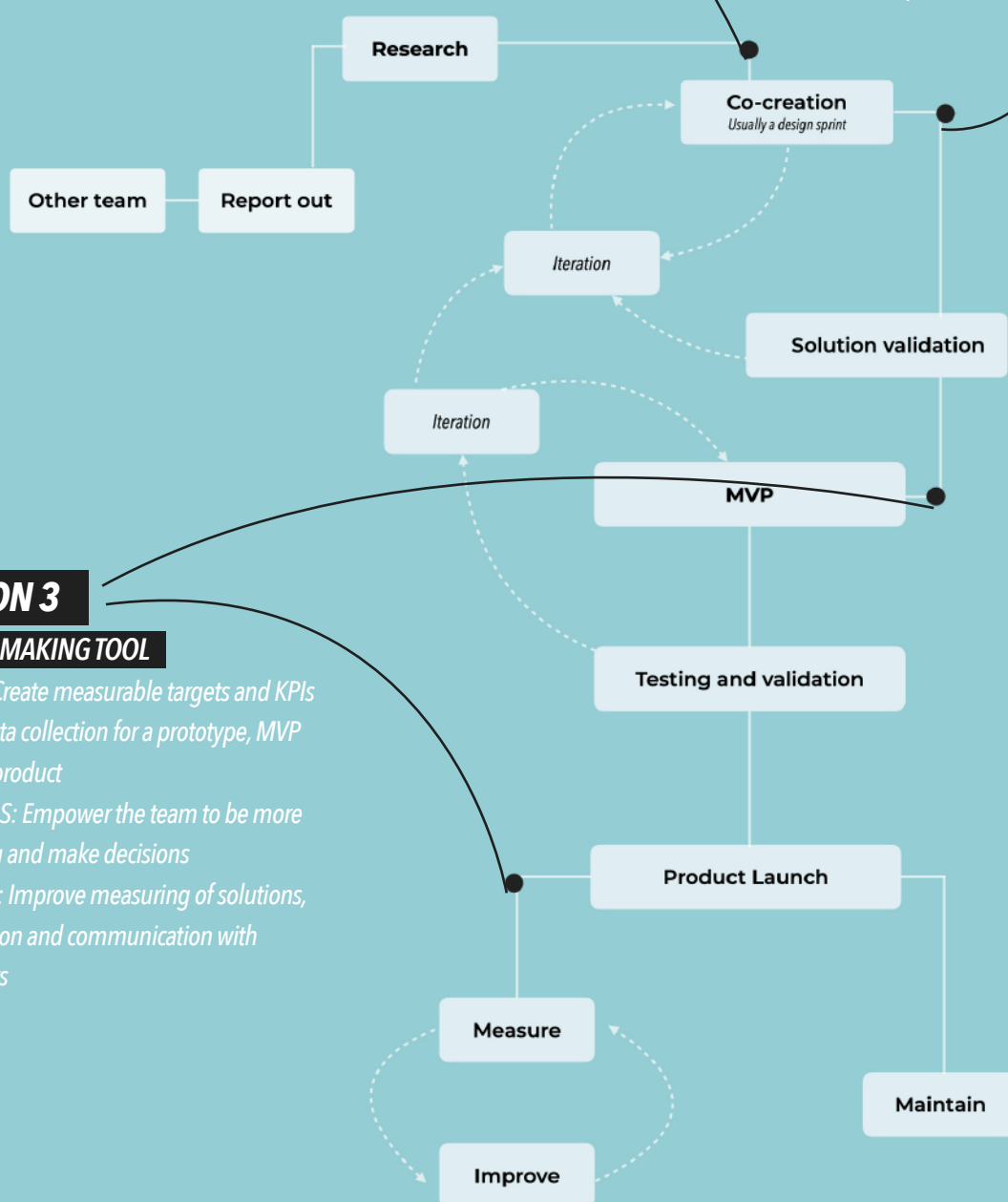*SUB GOALS: Spark creativity, discuss a success matrix*

HORIZON 3
DECISION MAKING TOOL

USE CASE: Create measurable targets and KPIs and plan data collection for a prototype, MVP or existing product
MAIN GOALS: Empower the team to be more self steering and make decisions
SUB GOALS: Improve measuring of solutions, data collection and communication with stakeholders

Research

Other team **Report out**

Co-creation
Usually a design sprint

Iteration

Iteration

Solution validation

MVP

Testing and validation

Product Launch

Measure

Improve

Maintain

9 - CONCLUSIONS AND PERSONAL REFLECTION

The chapter will discuss the outcome of thesis, conclusions and personal reflection.

9.1 CONCLUSIONS

The purpose of this thesis was to bridge the gap from research to product in multidisciplinary innovation to enhance business value.

In order to achieve this, a collaboration with an employee experience team at Deloitte was formed. Using the triple diamond approach, research was conducted through interviews, creative sessions and literature review. Analysis of findings revealed opportunities to enhance the team's internal impact and improve multidisciplinary collaboration.

Through a deep understanding of the team's collaborative process, opportunities, challenges and long term vision, a team impact tool-kit was designed. Using co-creation and a design thinking approach, the strategic solution was developed with the goal of performing as a discussion and alignment tool for the team. The tool is designed in order to create focus and eventually increase the team's impact. Testing of the tool-kit validated potential impact. The solution is documented through a user guide which enables immediate implementation. A road map for the tool was created to reveal the strategic growth potential of implementing it into the team's collaborative process.

9.2 PERSONAL REFLECTION

Starting this project, I set out to enhance the impact of the Digital@Deloitte team through strategic design. During this project I have deepened my knowledge of multidisciplinary collaboration, corporate innovation, and strategic design. A personal goal of mine was to create an implementable solution, that can have immediate value for the team. Now that the project is complete, I will join the team as a service design with the goal of using my research to contribute to the team's collaborative process and strategy. I will have the opportunity to implement the solution that was created in this project, iterate and develop it into the following horizons presented in the previous chapter.

On a personal note, as this project was done during the Covid-19 pandemic it was executed entirely from home. While creating this project remotely, I discovered a lot about the way I think and operate without a team or daily social interaction. Through this project I learned how to adapt and become more flexible, how to seek inspiration in unusual places, and how to be productive at a time of extreme change and instability.

To conclude, this thesis had been a meaningful learning experience for me, from a personal and a professional perspective. I'm looking forward to continue my professional path with the tools and skills I have acquired during these two years and through this project.

10 | REFERENCES

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